

EFFECTS OF MARKET ORIENTATION
ON THE JOB ATTITUDES OF EMPLOYEES

by

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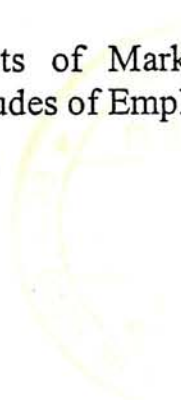


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ABSTRACT

While recent years has witnessed the resurgence of interest in the Marketing Concept as represented by market orientation, little attention appears to have been paid to the effects of market orientation of a business firm on the job-related attitudes of employees such as role clarity, job performance, job satisfaction, organizational commitment, and turnover intention, etc.

Review of extant literature has shown that research studies have mainly fallen into two separate streams: one stream of studies is concerned mainly with the effects of market orientation on the business performance of an organization; another stream of studies explores the relationships among the job-related variables.

The objective of this study is to develop and empirically examine an integrated conceptual model setting out the causal paths leading from market orientation, manifested in the form of customer orientation, competitor orientation, and inter-functional coordination, as independent variables, to such outcome variables as role clarity, job performance, job satisfaction, organizational commitment, and turnover intention, etc. To achieve this objective, a sample survey with a major gas supplier in Hong Kong was conducted to provide data for the study. Specifically, the structural equation modeling procedures have been employed to conduct data analysis.

Owing to the small size of the sample, it has not been possible to use structural equation modeling procedures to run the measurement model for the study. The analysis is confined to the structural model, using observed variable path analysis to estimate the causal relationships of the variables involved in the study. While the original conceptual model does not provide a satisfactory fit to the data and is subsequently dropped, the modified conceptual model provides a much better and satisfactory fit to the data.

Results of the study adds credence to the importance of market orientation that has a significant impact on the job attitudes of employees. As hypothesized, the following relationships are supported: the constructs of market orientation - customer orientation, competitor orientation, and inter-functional coordination, are significantly positively associated with role clarity; role clarity is in turn positively related to job performance and job satisfaction; job performance leads positively to job satisfaction; job satisfaction exhibits a positive effect on organizational commitment, specifically affective commitment but not continuance commitment; and job satisfaction and affective commitment exerts a negative influence on turnover intention. These aside, it is also identified in the study that competitor orientation and inter-functional coordination, but not customer orientation, directly lead to job satisfaction.

While the study is organization-specific in nature, the findings attest to the need for future research to apply the conceptual model developed in the study to other public utilities, other industries, and other cultures. The managerial implications, limitations, and directions for future research are also discussed in the study.

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CHAPTER I

INTRODUCTION

1.1 Background of the Study

Research on market orientation has very often placed the primary focus on the externally-directed relationship between the degree of market orientation adopted by a business organization and its business performance. Empirical studies have used such financial indicators as profitability (e.g. Deng & Dart, 1994), return on assets (ROA) (e.g. Narver & Slater, 1990), or return on investment (ROI), (e.g. Greenley, 1995) to measure business performance. Marketing variables such as market share (e.g. Jaworski & Kohli, 1993), or unit/dollar sales are also used as indicators of performance in other studies, without taking into account suggestions made by Venkatraman and Ramanujam (1986) that a broader conceptualization of business performance, including both financial and operational performance indicators, be considered rather than an emphasis on either one.

On the other hand, little attention has been paid to the internally-directed relationship between the effects of market orientation of a business organization and the job-related attitudes of its employees such as role clarity, job performance, job satisfaction, organizational commitment, and turnover intention, etc. Day (1998) in his explication of market orientation stated that market-driven firms should not be oriented only to the external customer, they should also give equal emphasis to their

employees who define and deliver the customer value. The conceptual model that is developed and tested in this study will attempt to examine the cause-and-effect relationships between market orientation of an organization and the resultant job attitudes of its employees.

It appears at a first glance that there may not be a necessary relationship between market orientation of an organization on the one hand and the job attitudes of its employees on the other. However, as the market place becomes faster-paced and more competitive, an organization with a committed and satisfied workforce, aligned to the common goal of the organization, and willing to contribute their efforts to achieve continuous improvement to the operations of the organization will in time translate into a competitive advantage that is difficult for competitors to imitate (Day, 1994). It is hoped that this study will add to our knowledge in this 'neglected' area by developing a more holistic approach to explore the inter-relationships among the variables under investigation.

Moreover, while over the past decades or so there have been an extensive array of research studies examining such construct as market orientation, primarily by marketing scholars, and other constructs such as role clarity, job performance, job satisfaction, organizational commitment, and turnover intention by organizational theorists, research on the above constructs, alas, appear to have fallen into two separate streams: one stream of studies is concerned mainly with the effects of market orientation on the business performance of a business entity by marketing practitioners (e.g. Kohli & Jaworski, 1990; Narver & Slater, 1990); another stream of studies explores the relationship of those job-related variables such as role clarity, job

performance, job satisfaction, organizational commitment, and turnover intention, etc. mostly in the management literature. While studies on market orientation have included as an outcome of more committed employees and better teamwork (Kohli & Jaworski, 1990), and enhanced employee satisfaction and retention (Day, 1998) as a result of market orientation, there have so far been few attempts to integrate the constructs in the two streams into a coherent model and structure the causal relationships as conducted in this study.

This study builds upon the foundation laid by previous research in market orientation in the marketing discipline and the job-related outcomes in the management literature, and provides a conceptual model supported by empirical data to address the effects of market orientation on the job attitudes of employees. In this light, this study will investigate the relationships among the various constructs based on the *a priori* assumption that there is a complementary status for market orientation and the job attitudes of employees. This study also seeks to address the issue of integration by making a preliminary attempt to link up the seemingly disparate variables of the market orientation of an organization with the job attitudes of employees with a view to developing an integrative conceptual model for future inter-disciplinary studies.

The variables that are identified in this study as the mediator between market orientation and the job attitudes of employees is role clarity. This study will explore, *inter alia*, the relationship between market orientation and role clarity, and also the relationship among role clarity, job performance, job satisfaction, organizational commitment, and turnover intention.

This study will also explore the relationship between role clarity on the one hand and the job performance and job satisfaction of employees on the other and the relationship between the two sets of variables is expected to be positively associated.

Many studies have attempted to employ the measurement of organizational commitment and job satisfaction of employees as predictor variables on the employees' resultant desire to leave or stay with the organization, or actual turnover behavior. There are also research findings indicating a stronger relationship between organizational commitment and turnover intention, and between job satisfaction and job performance (e.g. Shore & Martin, 1989). This study will also explore the causal ordering and relationship among these variables.

1.2 Significance of the Study

It is expected that this study will make contributions in the respect of providing an "organization-employee linkage" (Mowday, Porter & Steers, 1982), particularly for organizations that have adopted a market orientation, so that the effects of market orientation on the job attitudes of employees, e.g. role clarity, job performance, job satisfaction, organizational commitment, and turnover intention, etc. can be analyzed.

With the competition in both the local and global marketplace becoming increasingly intense, many companies have reformed its structures, processes, and cultures to become market-oriented. Market orientation as adopted by an organization will certainly have a significant positive and negative impact on the job attitudes of employees, and it will be important for Management to maximize the positive impact,

such as job satisfaction and organizational commitment, and minimize the negative impact, such as role stress on its employees.

In addition, under the current disappointing economic climate, a growing number of business organizations have resorted to massive layoffs to maintain a leaner organization structure and build up a multi-skilled workforce as cost-cutting measures to remain competitive in the market place. Such means as process re-engineering (Hammer & Champy, 1994), and corporate downsizing (Cascio, 1993; Gowing, Kraft & Quick, 1998; Tomasko, 1992) are becoming the norm rather than exception. It has become all the more important for an organization to retain a committed and satisfied workforce who is productive and efficient, as well as emotionally attached to the organization. This pressing need will in due course become more apparent and urgent as companies are exposed to competition on a global scale. As the pace and scale of competition becomes more intense, change will become the only constant. In order for the market-driven organizations to excel in a fast-paced hyper-competitive environment, human resource will become an invaluable asset that adds to the competitive edge of an organization.

1.3 Objectives of the Study

Within the context of Hong Kong, while there is in recent years an emergence of studies on market orientation (e.g. Au & Tse, 1994, 1995; Chan & Ellis, 1998; Siu, 1995), role stress (Chiu, 1998; Siu & Cooper, 1998), job performance and job satisfaction (Birnbaum, Farh & Wong, 1986; Leung, 1997), and organizational commitment (e.g. Chow, 1990; Wong & Chan, 1991, 1993), there are yet to have

studies encompassing the above constructs in an integrated conceptual model that are conducted in the local context. An objective of this dissertation is to report on the empirical findings from a study conducted in the local context, with the requisite data collected from a major gas supplier company in Hong Kong. Since the company has asked to remain anonymous, no reference will be made to the name of the company throughout this paper, except a brief description below and in Chapter IV.

The company in which the sample survey was conducted is one of the major gas suppliers in the territory. The company has been in operation for over a century. Today, it is one of the oldest and well-known utilities in Hong Kong. For 1998, its sales turnover amounted to HK\$5,426 million, and profit attributable to shareholders was HK\$2,656 million. Currently, the company has over 2,000 employees and is serving more than 1.2 million customers.

All in all, the objectives of this study are mainly twofold:

1. To investigate the relationships among the constructs of market orientation, role clarity, job performance, job satisfaction, organizational commitment, and turnover intention, setting out the causal paths linking the constructs under investigation by means of the path analysis of observed variables using structural equation modeling procedures, with the data collected from the local context; and
2. On the basis of the findings obtained from 2 above, to make a preliminary attempt to develop an integrated conceptual model filling the void between the

market orientation of a business firm and the job attitudes of employees of that organization, and to examine the managerial implications of the findings.

1.4 Outline of the paper

Subsequent chapters of this paper will be presented in the following sequence: Chapter I is an introduction addressing the background, significance, and objectives of the study; Chapter II presents a literature review of the theoretical constructs involved in the study and their inter-relationships. The theoretical constructs include: market orientation, role clarity, job performance, job satisfaction, organizational commitment, and turnover intention; Chapter III provides a conceptual model which draws references from conceptual frameworks in related disciplines. In addition to the conceptual model, a set of hypotheses that will be explored in the study will be illustrated; Chapter IV is concerned with the research methodology employed in the study. It gives an account of the research design, the sampling frame, data collection procedures, the instrument used, and the pretest conducted for the study; Chapter V presents the data analysis, with specific reference to the theoretical constructs under investigation, as well as the hypotheses developed for the study, and discusses the results derived from the data analysis presented in the preceding chapter; Chapter VI is the conclusion part of the paper, setting out the managerial implications, limitations of the study, and directions for future research.

CHAPTER II

LITERATURE REVIEW

2.1 Overview

The objective of this chapter is to conduct a comprehensive review on the different theoretical constructs involved in this study. These constructs include: market orientation, role clarity, job performance, job satisfaction, organizational commitment, and turnover intention. As a result, the literature review will serve as a starting point for the further analysis in this study.

2.2 Market Orientation

2.2.1 Definition

The market orientation came into vogue as a result of the resurgence of interest in the Marketing Concept. The Marketing Concept was first developed in the 1950s and 1960s but attracted little attention from marketing scholars. Lavidge (1966) once complained that the “Marketing Concept Often Gets Only Lip Service”.

In the 1970s, the Marketing Concept remained a lofty business philosophy and debate in academic circle had yielded mixed comments on the concept. Barksdale and Darden (1971) concluded that the Marketing Concept was “both a success and a failure” (p.36). The “failure” was expressed as a lack of success in implementing the concept, rather than any inherent weaknesses of the concept itself.

The 1980s brought an attempt to elevate the Marketing Concept from a philosophy to a business strategy. Houston (1986) set out the limits of the Marketing Concept, while Webster (1988) broadened the customer-focus confines of the traditional Marketing Concept by coining such words as “market driven” and “market orientation”, which was different from “marketing” driven, and pointed to the lack of attention paid to strategy implementation and control. (See also Webster, 1994).

Shapiro (1988) offered three characteristics that a market-oriented firm should possess:

- (a) customer buying criteria are known and responded to by every corporate function;
- (b) inter-functional coordination permeates every strategic and tactical decision; and
- (c) divisional and functional responses to coordinated decisions are with a strong sense of commitment to goals.

Day (1990) further elaborated that a market-driven organization should have:

- (a) commitment to a set of processes, beliefs, and values that permeate all aspects and activities, that are
- (b) guided by a deep and shared understanding of customers' needs and behavior, and competitors' capabilities and intentions, for the purpose of
- (c) achieving superior performance by satisfying customers better than the competitors. (p.358)

The payoff, according to Day (1990), is an off-the-balance sheet "invisible asset", rather than short-term profitability, embedded in superior skills in understanding and satisfying customers. Webster (1988) also called for less dependence on short-term profitability and rate of return measures in the evaluation and reward of managers.

While the Marketing Concept was widely recognized as a way of thinking about the organization, its products, and customers, there has been no attempt to operationalize the Marketing Concept until 1990s. Kohli and Jaworski's (1990) seminal work is meant to give implementational meaning to the venerable Marketing Concept.

Kohli and Jaworski (1990) defined market orientation as "the organizationwide generation of market intelligence pertaining to current and future customer needs, dissemination of the intelligence across departments, and organizationwide responsiveness to it" (p.6). Market orientation, in the conceptual framework of Kohli and Jaworski (1990), consisted of three core themes:

- (a) Organization wide generation of market intelligence, pertaining to current and future customer needs;

- (b) Dissemination of this intelligence among departments within the company;
and
- (c) Organization wide response to this market intelligence.

Jaworski and Kohli (1993) further clarified the 'response' element in (c) above as composed of two sets of activities: response design, i.e. using market intelligence to develop plans, and response implementation, i.e. executing such plans.

The definition of market orientation as "the generation, dissemination, and response to market intelligence" (Kohli & Jaworski, 1990, p.3) suggested that there should be an ongoing company wide emphasis on collecting comprehensive customer, competitor, and other market intelligence. Sharing this information across all departmental boundaries will lead to employees developing "a sense of pride in belonging to an organization in which all departments and employees work toward the common goal of serving customers." (p.13)

The antecedents of a market orientation, as proposed by Kohli and Jaworski (1990), were managerial behaviors (e.g. senior management support) and organizational relationships (e.g. interdepartmental conflict and connectedness, concern for others' ideas, departmentalization, formalization, centralization, market-based reward system, etc.) that create an environment where a market orientation can develop. Under such circumstances, employees and customers were posited to respond favorably, and business performance would consequently be enhanced.

Narver and Slater (1990) broadened the framework by incorporating competitor orientation (Meehan, 1996). According to Narver and Slater (1990), market orientation is composed of three behavioral components:

- (a) Customer orientation – an understanding of the needs and wants of target customers;
- (b) Competitor orientation – an understanding of the capabilities of key and potential competitors; and
- (c) Inter-functional coordination – the coordinated utilization of company-wide resources for creating superior value for target customers.

In addition, it also included two decision criteria of long-term focus and profitability. Narver and Slater (1990) also developed a measure of market orientation, and tested its relationship to business performance. They found significant and positive correlation between the two, but failed to measure whether employee responses were in fact more customer-oriented.

Customer orientation and competitor orientation include all of the activities involved in acquiring information about the customers and competitors in the target market and disseminating it throughout the company. Inter-functional coordination is based on the customer and competitor information and comprises the company's coordinated efforts, typically involving more than the marketing department, to create superior value for the customers.

2.2.2 Relationship with Role Clarity

Both the empirical works of Kohli and Jaworski (1990) and Narver and Slater (1990) sought to establish a relationship between market orientation and business profitability. Nevertheless, the market orientation of a company will have a bearing not only on its business performance but also the job attitudes of its employees.

Kohli and Jaworski (1990) believed that the market orientation of a company will be negatively related to the degree of role uncertainty experienced by its employees. Kohli and Jaworski (1990) further suggested that market orientation adopted by a company could serve as a clear guide for employees, thus minimizing the latter's role uncertainty. Admittedly, a market-driven company will have customer satisfaction as its mission. Top management will have to align employees to the company's direction by means of communication and rewards. Employees will be motivated to work toward the common goal of delivering quality products and/or services to meet or even exceed customer satisfaction, and therefore one benefit of a company adopting a market orientation would be the resulting decrease in role ambiguity and role conflict (or conversely increase in role clarity) for its employees, particularly in terms of how much effort the employees should exert regarding market-oriented tasks.

Kohli and Jaworski (1990), and Jaworski and Kohli (1993) also hypothesized and provided exploratory research to support the notion that a company with a strong market orientation will have employees with greater job satisfaction and organizational commitment than companies with less market orientation. Employees who are motivated to work toward the common goal of the company in creating

superior value to customers will feel a sense of pride and this positive affective response toward the work situation will result in enhanced job satisfaction and organizational commitment (Jaworski & Kohli, 1993; Kohli & Jaworski, 1990).

2.2.3 Relationship with Organizational Commitment and Job Satisfaction

In a similar vein, Siguaw, Brown and Widing (1994) proposed an indirect relation between market orientation and job attitudes such as role ambiguity and role conflict, job satisfaction, and organizational commitment, etc. by introducing customer orientation as an antecedent to such job attitudes.

2.3 Role Clarity

2.3.1 Definition

Role clarity is the degree to which required information is provided on how the employee is expected to perform his/her job. From an information perspective, Kahn, Wolfe, Quinn, Snoek & Rosenthal (1964) defined role ambiguity, which is the antonym of role clarity, as the degree to which clear information is lacking in relation to:

- (a) the expectations associated with a role;
- (b) methods for fulfilling known role expectations, and/or
- (c) the consequences of role performance.

As such, role ambiguity arises when an individual has inadequate information about his/her work role, where there is a lack of clarity about the work objectives associated with his/her co-workers' expectation on him/her, and the scope and responsibilities of his/her job. The converse of role ambiguity is, therefore, role clarity.

Possible sources of role ambiguity, according to Ivancevich & Matteson (1980), may include the first job, a promotion or transfer, a new boss, the first supervisory responsibility or a new company, etc.

Beehr (1995) classified impersonal and personal sources of messages that gave rise to role ambiguity. Impersonal sources include ambiguous documents or written instructions on which the role incumbent is instructed to read and follow. On the other hand, the personal sources can be further divided into role senders who are organizational members, or persons who are not members of the organization to which the role incumbent belongs. Among role senders, i.e. those sending the expectations or demands who are members of the organization, a distinction can be made based on the hierarchical level of the role sender relative to role incumbent. That is, the role pressures can come from superiors, peers, or subordinates.

Role conflict, on the other hand, exists when people experience incompatible demands about their functions and responsibilities. Role conflict arises in circumstances where there is simultaneous occurrence of two or more sets of demands or expectations on an individual such that compliance with one would make it more difficult or impossible to comply with the others. In general, there are five types of role conflict as follows:

- (a) intra-sender conflict – the extent to which two or more role expectations from a single role sender are mutually incompatible
- (b) inter-sender conflict – the extent to which role expectations from one role sender oppose those from one or more other role senders;
- (c) person-role conflict – the extent to which expectations are incongruent with the orientation or values of the role incumbent;
- (d) interrole conflict – the extent to which expectations for performance of one role are incompatible with the expectations for performance of a different role;
- (e) role overload - the extent to which the various role expectations communicated to a role incumbent exceed the amount of time and resources available for their accomplishment (Kahn et. al., 1964).

In-role conflict, e.g. intrasender and intersender conflict occurs when the conflict involves different people at work or different functions. Extra-role conflict, e.g. interrole conflict, occurs when there are conflicts between work and non-work (Spector, 1997). Since extra-role conflict, e.g. work-family conflict, is outside the scope of this study, we will confine our attention to in-role conflict.

The variable used for investigation in this study will be role clarity, which is used as the antonym of role ambiguity/role conflict. As such, market orientation is posited to have positive relationship with role clarity.

2.3.2 Relationship with Job Performance

There are considerable research evidence showing that role ambiguity and role conflict are inversely related to job performance. This relationship is particularly evident among studies of the salesperson's performance. (e.g. Bedeian, Mossholder & Armenakis, 1983; Behrman & Perreault, 1984; Dubinsky & Hartley, 1986; Walker, Churchill & Ford, 1977). It appears from these studies that the performance of retail sales personnel may be improved if the job is so designed that the employee concerned perceive it as low in role ambiguity. Studies in non-selling situations have generally found that role ambiguity and role conflict are related negatively to performance (e.g. Jorgenson, Dunnette & Pritchard, 1973). Furthermore, Jamal (1984) in his study of nurses found that the job stress/performance relationship is moderated by organizational commitment. That means the job performance of individuals with high organizational commitment will be less seriously affected by high job stress than the performance of individuals with low organizational commitment.

2.3.3 Relationship with Job Satisfaction

Both role ambiguity and role conflict have been empirically proven to correlate with job satisfaction in the negative dimension (e.g. Behrman & Perreault, 1984; Jackson & Schuler, 1985; Rizzo, House & Lirtzman, 1970). Kahn et al. (1964) found that male employees suffering from role conflict would have lower job satisfaction and higher job-related tension. Margolis, Kroes & Quinn (1974) found that role ambiguity was related, *inter alia*, to job dissatisfaction and intention to leave. The meta-analysis conducted by Jackson & Schuler (1985) confirmed that tension and anxiety were

positively related to role ambiguity, while overall job satisfaction and pay satisfaction were negatively related to role ambiguity.

Considerable evidence from previous research suggested that the employee who is not clear about his/her jobs is unlikely to be satisfied with his/her jobs (e.g. Churchill, Walker & Ford, 1976; Teas, 1983). Specifically for role clarity, Donnelly and Ivancevich (1975) found role clarity to be positively related to, *inter alia*, overall job satisfaction, and negatively related to job tension and propensity to leave the organization. Teas, Wacker and Hughes (1979) found high correlations between role clarity and job satisfaction, and they concluded that job satisfaction was a major consequence of role clarity.

2.3.4 Relationship with Organizational Commitment

Findings from studies have shown evidence of a relationship between role conflict and role ambiguity and organizational commitment (e.g. Morris & Koch, 1979; Morris & Sherman, 1981) and the constructs were significantly negatively related to one another (Welsch & LaVan, 1981). Role ambiguity was found to be associated directly and negatively with organizational commitment, whereas role conflict was related indirectly to organizational commitment (Johnson, Parasuraman, Futrell & Black, 1990). However, there are also studies that show that role conflict but not role ambiguity is a significant predictor of organizational commitment (Morris & Sherman, 1981). Dubinsky and Skinner (1984) found that role ambiguity and role conflict had an indirect impact on organizational commitment through their relationship with job satisfaction. Other studies have proposed that both role

ambiguity and role conflict are negatively related to organizational commitment (e.g. DeCotiis & Summers, 1987; Michaels, Cron, Dubinsky & Joachimstaler, 1988).

2.3.5 Relationship with Job Satisfaction and Organizational Commitment

Brooke, Russell and Price (1988) used a combined index of role ambiguity and role conflict adapted from Kahn et al. (1964) and Rizzo, House, and Lirtzman (1970) and found that role stress, i.e. role ambiguity and role conflict, had strong negative correlations with both job satisfaction and organizational commitment.

2.4 Job Performance

2.4.1 Definition

Job performance can be defined as the proficiency with which an individual performs activities that are formally recognized as part of his/her jobs (Borman & Motowidlo, 1993). It indicates how well an employee executes his/her job tasks, responsibilities, and assignments.

There are different dimensions for measuring job performance. Porter and Lawler (1968) identified five criteria for job performance as: quantity of work, quality of work, dependability, knowledge of work, and overall performance.

Shore and Martin (1989) measured job performance using supervisor ratings on subordinates on four scales of: dependability, planning, know-how, and cooperation with others and considered the four rated dimensions important to successful completion of the employee's duties.

Farh, Dobbins and Cheng (1991) observed self-evaluation of job performance in the following dimensions:

- (a) *Desire to work* – which concerns the employee's enthusiasm and his/her concentration on the present job;
- (b) *Job performance* – which concerns the quality and the work outcome of the employee in order to measure his/her actual work performance;
- (c) *Understanding of work duties* – which concerns the employee's understanding of the contents, objectives and responsibility of the job;
- (d) *Work skill* – which concerns the employee's general knowledge, technique and methods required for his/her job.

However, it appears that job performance can be classified into countless different dimensions or different raters may evaluate different aspects of job performance differently (Lawler, 1967). Any attempt to capture a few dimensions while ignoring others may end up in biased results. As such, overall job performance, rather than dimensions of job performance, will be measured in this study.

Job performance measures can normally be obtained through such means as supervisor, peer, or self-ratings by employees themselves (e.g. Becker, Billings,

Eveleth & Gilbert, 1996; Brett, Cron & Slocum, 1995; Landy & Farr, 1980). While supervisor ratings are traditionally regarded as more reliable, self-ratings can serve as a substitute for the supervisor ratings are more difficult to obtain. Self-ratings are more reliable especially when they are obtained under conditions in which they will be used only for research or academic purposes (Heneman, 1974).

Furthermore, it was also found that self-ratings possessed less leniency error, restriction of range, and halo error than did supervisor ratings (Heneman, 1974).

2.4.2 Relationship with Job Satisfaction

Previous research results from across different occupational settings have not been sufficiently consistent in clearly identifying either the direction or magnitude of any causal relationship between job performance and job satisfaction. (e.g. Greene, 1972; Locke, 1970; Organ, 1977; Sheridan & Slocum, 1975). While some studies have suggested a relationship between job satisfaction and job performance (e.g. Petty, McGee & Cavender, 1984), other studies have concluded that there existed only a weak relationship between job satisfaction and job performance (e.g. Iaffaldano & Muchinsky, 1985; Locke, 1976). Bagozzi (1980) confirmed, pursuant to his review of previous studies, that job performance had a significant positive influence on job satisfaction.

2.4.3 Relationship with Organizational Commitment

While extensive studies have been conducted on the relationship between job satisfaction and job performance, there are few literature reporting on the relationship between organizational commitment and job performance. Moreover, these studies

have so far failed to provide concrete evidence to prove that the two constructs are related (Steers, 1977; Wiener & Vardi, 1980).

2.4.4 Relationship with Job Satisfaction and Organizational Commitment

As regards the relationship among job performance, job satisfaction and organizational commitment, Lee and Mowday (1987) presented correlations between job performance on the one hand, and job satisfaction and organizational commitment on the other but did not compare the variance accounted for by each of the variables of job satisfaction and organizational commitment.

2.4.5 Relationship with Turnover Intention

While there has been a growing interest in the study empirically of the performance-turnover relationship (e.g. Jackofsky, Ferris & Breckenridge 1986; Martin, Price & Mueller, 1981; McEvoy & Cascio, 1987), there are virtually no studies addressing directly the relationship between job performance and turnover intention. Nevertheless, as turnover intention is the strongest predictor of actual turnover, a meta-analysis conducted by McEvoy and Cascio (1987) found a negative correlation between performance and turnover, indicating that employees with good performance may be less likely to have turnover intention than poor performers.

2.5 Job Satisfaction

2.5.1 Definition

Porter, Lawler and Hackman (1975) characterized job satisfaction as a feeling about a job that is determined by the difference between the amount of some valued outcome that a person receives and the amount of the outcome he/she feels should receive. Simply put, job satisfaction is an affective reaction to a job that results from the individual's comparison of actual outcomes with those that are desired.

In formulating the theory of work adjustment, Lofquist and Dawis (1969) noted that satisfaction is "a function of the correspondence between the reinforcer system of the work environment and the individual's needs, provided that the individual's abilities correspond to the ability requirements of the work environment" (p.56). Locke (1976) stated that job satisfaction could be viewed as "a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences" (p.1300). As interpreted by Brief (1998), the definition of Lofquist and Dawis (1969) follows a 'situational' approach to job satisfaction in that job satisfaction is conceived as a product of the events and conditions that an individual experiences on his/her job. On the other hand, Locke's definition follows a 'dispositional' approach to job satisfaction in that an individual's job satisfaction is influenced by an enduring characteristic of that individual. In an attempt to integrate the two approaches, job satisfaction is defined as influenced directly by how an individual interpret his/her job and these interpretations are influenced by both his/her personality and the objective circumstances of his/her job (Brief, Butcher, George & Link, 1993).

Organ and Near (1985) suggested that apart from the cognitive components that are covered in most conventional measures of job satisfaction, the affective components of job satisfaction should also be measured so that it will be compatible with definitions of job satisfaction as an emotional state. In regard to self-reports of the affective components of job satisfaction, two measures can be identified. The first approach entails asking respondents how they feel about or toward their jobs. The second approach entails asking respondents how they feel while experiencing their jobs (Brief, 1998).

Viewed from another perspective, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. The global approach is suitable for use when the focus is on the overall or bottom line attitude, whereas the individual facet approach is used to find out which parts of the job produce satisfaction or dissatisfaction. However, the summation of the scores on different facets of job satisfaction measures is not necessarily equivalent to measuring global job satisfaction (Scarpello & Campell, 1983).

Notable examples of global job satisfaction scales include the Job in General Scale (Ironson, Smith, Brannick, Gibson & Paul, 1989), and the Michigan Organizational Assessment Questionnaire Satisfaction Subscale (Cammann, Fichman, Jenkins & Klesch, 1979). On the other hand, the Job Satisfaction Survey (Spector, 1985), the Job Descriptive Index (Smith, Kendall & Hulin, 1969), the Minnesota Satisfaction Questionnaire (Weiss, Dawis, England & Lofquist, 1967), and the Job Diagnostic

Survey (Hackman & Oldham, 1975) are examples of facet measures of job satisfaction.

2.5.2 Relationship with Job Performance

There has been conflicting evidence on the relationship between job satisfaction and job performance. Findings from some studies indicated that satisfaction and performance was not much related (e.g. Brayfield & Crockett, 1955; Iaffaldano & Muchinsky, 1985). Other studies have produced results to show that satisfaction and performance were related (e.g. Katzell, Thompson & Guzzo, 1992). Among those studies confirming a relationship between job satisfaction and job performance, Petty, McGee and Cavender (1984) conducted a meta-analysis and divided the studies into three theoretical positions based on different notions.

The first position proposed that satisfaction cause performance, which is in alignment with the traditions of the 'Human Relations' school of thought. The second position, as advocated by Lawler and Porter (1969), proposed that performance cause satisfaction, but that the performance-satisfaction relationship is mediated by rewards as an intervening variable. The final group of studies assumed the position that satisfaction and performance are related only under certain conditions. Sutermeister (1971) proposed a cyclical model of the satisfaction and performance relationship indicating that while satisfaction and performance are causes to each other, performance is a much stronger cause of satisfaction than otherwise. In a longitudinal study conducted by Siegel and Brown (1971), performance was found to be a cause of satisfaction. Finally, a study conducted by Wanous (1974) which divided job

satisfaction into intrinsic and extrinsic composites found that performance caused intrinsic satisfaction and that extrinsic satisfaction caused performance. Nevertheless, according to Petty et al. (1984), of the many moderator variables proposed, rewards (i.e. perceived equity or reward contingency) have received the most attention (e.g. Cherrington, Reitz & Scott, 1971; Jacobs & Solomon, 1977).

All in all, the nature of the relationship between job satisfaction and job performance remains unclear. Nevertheless, this study takes the position that job performance causes job satisfaction.

2.5.3 Relationship with Organizational Commitment

Organizational commitment and job satisfaction are two distinct constructs with organizational commitment placing emphasis on the organization and job satisfaction on the job itself. Several authors (e.g. Dougherty, Bluedorn & Keon, 1985; Glisson & Durick, 1988; Mowday, Porter & Steers, 1982; Williams & Hazer, 1986) have specifically distinguished organizational commitment from job satisfaction by defining the former as an affective response to beliefs about the organization and the latter as a response to the experience of specific job tasks. Mowday, Steers and Porter (1979) further argued that “commitment as a construct is more global, reflecting a general affective response to the organization as a whole. Job satisfaction, on the other hand, reflects one’s response either to one’s job or to certain aspects of one’s job” (p.226).

While many empirical findings have indicated that job satisfaction and organizational commitment was positively correlated with each other (e.g. Bluedorn, 1982; Clegg, 1983; Dougherty, Bluedorn & Keon, 1985; Porter, Steers, Mowday & Boulian, 1974), other studies have shown no evidence of a causal relationship between the two constructs (e.g. Curry, Wakefield, Price & Mueller, 1986). In summary, we can identify at least four types of studies investigating the relationship between job satisfaction and organizational commitment giving rise to different results.

In the first place, some studies found job satisfaction to be an antecedent to organizational commitment based on an exchange of resources between individual employees and the organization (e.g. Angle & Perry, 1983; Buchanan, 1974; Hrebiniak & Alutto, 1972; Koch & Steers, 1978; Marsh & Mannari, 1977; Porter, Steers, Mowday & Boulian, 1974; Reichers, 1985; Steers, 1977; Wakefield, 1982; Williams & Hazer, 1986). In general, these researchers suggested that job satisfaction is an affective response to specific work-related facets, whereas organizational commitment represents an affective response to an entire organization. As employee needs are satisfied, they will become associated with the organization. Organizational commitment is the result of this association between the employee and the organization.

Conversely, the findings of Bateman and Strasser (1984), Price and Mueller (1981), and Vandenberg and Lance (1992) found in their studies that organizational commitment was antecedent to job satisfaction rather than the outcome of it. This view can be explained by a cognitive dissonance approach in which an individual

makes sense of his/her situation by developing a level of satisfaction consistent with his/her level of commitment.

Yet there are other scholars (e.g. Farkas & Tetrick, 1989; Lance, 1991; Price & Mueller, 1981) who found job satisfaction and organizational commitment to be reciprocally related.

Finally, Curry, Wakefield, Price & Mueller (1986) did not find any support for a causal relationship between satisfaction and commitment. They attributed their findings, in part, to differences in satisfaction and commitment measures and to differences in focus between studies.

Although there are no lack of studies suggesting that organizational commitment leads to job satisfaction (e.g. Bateman & Strasser, 1984), there are far more empirical evidence indicating that job satisfaction leads to organizational commitment (e.g. Bedeian & Armenakis, 1981; Dubinsky & Borys, 1981; Porter & Steers, 1973; Rizzo, House & Lirtzman, 1970). As such, the two constructs posited in this study will be that job satisfaction leads to organizational commitment.

2.5.4 Relationship with Turnover Intention

A negative correlation has been consistently found in the relationship between job satisfaction and turnover intentions (e.g. Cotton & Tuttle, 1986; Michaels & Spector, 1982; Mobley, Griffeth, Hand & Meglino, 1979; Porter & Steers, 1973) but the amount of variance accounted is consistently less than 16% (Locke, 1976; Mobley et.

al. 1979). In the meta-analytic study conducted by Tett and Meyer (1993), job satisfaction was found to be more important than organizational commitment in predicting turnover intention, whereas organizational commitment correlated more strongly with actual turnover.

2.6 Organizational Commitment

2.6.1 Definition

Organizational commitment is a psychological state that (a) characterizes the employee's relationship with the organization, and (b) has implications for the decision to continue membership with the organization (Allen & Meyer, 1990; Meyer & Allen, 1991). According to Meyer and Allen (1991), organizational commitment comprises three components: affective, continuance, and normative. The three conceptualizations are components, rather than types of commitment because an employee's relationship with an organization might reflect varying degrees of all three. Nevertheless, common to all conceptualizations of commitment is the notion that commitment binds an individual employee to the organization.

2.6.2 Affective Commitment

Affective commitment refers to the employee's emotional attachment to, identification with, and involvement in the organization. Commitment in this sense is characterized as accepting an organization's goals, expressing a willingness to work hard to achieve these goals, and desiring to stay with the organization.

Affective commitment as one of the components of organizational commitment is considered an affective or emotional attachment to the organization such that the strongly committed employees identify with, is involved in, and enjoys membership in the organization. This view was taken from Kanter (1968) who described “cohesion commitment” as “the attachment of an individual’s fund of affectivity and emotion to the group” (p.507), and from Buchanan (1974) who conceptualized commitment as a “partisan, affective attachment to the goals and values of the organization, to one’s role in relation to the goals and values, and to the organization for its own sake, apart from its purely instrumental worth” (p.533). The Affective Commitment Scale developed by Meyer and Allen (1984) corresponded closely to the Organizational Commitment Questionnaire (OCQ) developed by Porter, Steer, Mowday & Boulian in 1974 (Allen & Meyer, 1996; Dunham, Grube & Castaneda, 1994; Morrow, 1993).

2.6.3 Continuance Commitment

Continuance commitment as one of the components of organizational commitment was viewed by Becker (1960) as a tendency to “engage in consistent lines of activity” based on the individual’s recognition of the “costs” (or lost side-bets) associated with discontinuing the activity. According to Stebbins (1970), continuance commitment is the awareness of the impossibility of choosing a different social identity because of the high cost of personal sacrifices involved in making the job switch. Mathieu and Zajac (1990) referred to it as individuals become bound to an organization because they have side bets, or sunk costs (e.g. time and effort, a pension plan, etc.), invested in the organization and cannot afford to separate themselves from it.

In relation to the continuance commitment, it can be further classified into two sub-dimensions of (a) the personal sacrifice that would result from leaving the organization, and (b) the role of alternatives in the decision to remain in one's organization (Meyer, Allen & Gellatly, 1990; McGee & Ford, 1987).

2.6.4 Normative Commitment

Normative commitment as one of the components of organizational commitment is viewed as a belief about one's responsibility towards the organization. Wiener (1982) defined commitment as the "totality of internalized normative pressures to act in a way which meets organizational goals and interests", and suggested that individuals exhibit behaviors solely because "they believe it is the 'right' and moral thing to do".

Employees with a strong affective commitment continue employment with the organization because they *want* to do so. Continuance commitment refers to an awareness of the costs associated with leaving the organization. Employees whose primary link to the organization is based on continuance commitment remain because they *need* to do so. Finally, normative commitment reflects a feeling of obligation to continue employment. Employees with a high level of normative commitment feel that they *ought* to remain with the organization (Meyer & Allen, 1991, p.67).

2.6.5 Relationship with Job Performance

While earlier studies of organizational commitment using the OCQ developed by Porter et. al. (1974) have found no direct and consistent association between

organizational commitment and job performance as reported by supervisors (Steers, 1977), there are studies that found significant relation between job performance and affective, continuance, normative commitment respectively, details of which are presented in the following paragraphs.

Affective commitment has been positively correlated with self-reported measures of overall job performance in several studies (e.g. Baugh & Roberts, 1994; Darden, Hampton & Howell, 1989; Johnston & Snizek, 1991; Meyer, Allen & Smith, 1993; Saks, 1995). Significant positive relations have also been reported between employees' affective commitment and their supervisors' ratings of their overall performance on the job (e.g. Konovsky & Cropanzano, 1991; Mayer & Schoorman, 1992; Meyer, Paunonen, Gellatly, Goffin & Jackson, 1989; Moorman, Niehoff & Organ, 1993; Sager & Johnston, 1989).

However, Becker, Billings, Eveleth and Gilbert (1996) in their study of the foci and bases of employee commitment found that commitment to supervisors was positively related to performance and was more strongly associated with performance than was commitment to organizations. This study also suggested that commitment based on internalization (i.e. normative commitment) rather than identification (i.e. affective commitment) was more relevant to job performance. The authors also raised concerns at the application of the Organizational Commitment Questionnaire developed by Porter et al. (1974) as the questionnaire measured primarily commitment based on identification.

In terms of continuance commitment, several researchers have reported non-significant correlations between continuance commitment and various performance measures (e.g. Angle & Lawson, 1994; Bycio, Hackett & Allen, 1995; Moorman, Niehoff & Organ, 1993). Negative correlations have also been observed between continuance commitment and supervisor ratings of overall job performance (Konovsky & Cropanzano, 1991; Meyer, Allen & Smith, 1993). As argued by Meyer, Paunonen, Gellatly, Goffin & Jackson (1989), when employees focused primarily on continuance commitment, the benefits of reduced turnover would have to be obtained at the price of relatively poor performance.

Finally, normative commitment has been positively correlated with various self-report measures of overall performance (e.g. Ashforth & Saks, 1996). Hackett, Bycio & Hausdorf (1994), however, reported no significant relations between normative commitment and independently rated performance indicators.

2.7 Turnover intention

2.7.1 Definition

Turnover intention is to be distinguished from actual turnover, and studies (e.g. Steel & Ovalle, 1984) have shown that turnover intention as a construct is a good predictor of actual turnover behavior. This is consistent with the theory of reasoned action (Fishbein & Ajzen, 1975) which suggested that the best predictor of actual behavior is an individual's intent to engage in that behavior.

According to Tett and Meyer (1993), turnover intention is a conscious and deliberate willfulness to leave the organization which is often measured with reference to a specific time interval (e.g. within the next six months), and has been described as the last in a sequence of withdrawal cognitions, a set to which thinking of quitting and intent to search for alternative employment also belong.

Other studies have used the term “intention to quit” to convey the same meaning as turnover intention. These scholars (e.g. Bluedorn, 1982; Hom & Griffeth, 1995; Mobley, Honer & Hollingsworth, 1978; Mobley et al., 1979; Parasuramen, 1982; Price, 1977; Sager & Johnston, 1989; Steel & Ovalle, 1984) have suggested the intention to quit to be an immediate precursor to actual turnover behavior. Indeed, in several of the studies on turnover, intention to quit was measured instead of actual turnover behavior (Aryee, Wyatt & Ma, 1991; Begley & Czajka, 1993; Good, Sisler & Gentry, 1988) as the researchers believed that intention to quit had a strong positive relationship with actual turnover behavior. Nevertheless, the turnover intention – turnover relationship is moderated by economic condition, as hypothesized by Muchinsky and Morrow (1980), and supported by Carsten and Spector’s (1987) meta-analytic finding that as unemployment rate increases, the relation between intention to quit and turnover is attenuated.

2.7.2 Relationship with Organizational Commitment

General attitudes towards the organization may be more important in the decision to remain than the more specific attitudes towards one’s particular job. As such, some scholars argued that organizational commitment was a better predictor of turnover

intention than that of job satisfaction. (Porter et al., 1974). Wiener and Vardi (1980) suggested that organizational attitudes should be more strongly associated with organization-oriented outcomes, such as turnover intention, while the most likely behavior to be affected by job attitudes would be task-oriented outcomes, such as job performance.

Shore and Martin (1989) found that job satisfaction to be more related to job performance, and organizational commitment to be more related to turnover intention. Indeed, there are a considerable number of studies that have reported a significant association between organizational commitment and turnover intention (e.g. Ferris & Aranya, 1983; Hom, Katerberg & Hulin, 1979; Mowday, Steers & Porter, 1979; O'Reilly & Caldwell, 1980; Steers, 1977; Stumpf & Hartman, 1984; Wiener & Vardi, 1980).

2.7.3 Relationship with Job Satisfaction

Nevertheless, there are also studies that have established a relationship between job satisfaction and turnover intention. Mobley et al. (1978) proposed that job satisfaction is linked to thinking of quitting, intention to search for alternative employment, and intention to quit or stay, with the last factor directly affecting quitting or staying. These authors also suggested that the probability of finding an acceptable alternative job would affect both the intention to search, and the intention to quit or stay in the present job.

Gehart's (1990) study confirmed that job dissatisfaction is most likely to result in intention to quit when the perceived alternative opportunities for employees are high. Many other empirical studies added credence to these propositions (Johnston, Futrell, Parasuraman & Sager, 1988; Michaels & Spector, 1982; Miller, Katerberg & Hulin, 1979).

Hulin, Roznowski, and Hachiya (1985) posited that the availability of alternative job opportunities would impact on job satisfaction, which in turn would influence the intention to quit, and through this intention, quitting. The above proposition is also backed up by empirical research (e.g. Hom & Hulin, 1981).

Moreover, global job satisfaction was found to be correlated with turnover intention in the studies of Angle & Perry (1981) and Bedeian & Armenakis (1981). Furthermore, Doran, Stone, Brief & George (1991) hypothesized that employees' intention to quit at the entry stage would be negatively related to subsequent job satisfaction. This would be especially so for employees whose financial requirements were lower relative to his/her colleagues. These authors observed in their study a strong correlation between intention to leave (measured at entry stage) and global job satisfaction (measured four weeks later) among a group of retail sales clerks with low financial requirements, but no relationship among clerks with high financial requirements. This result indicated that behavioral intentions, under certain circumstances (e.g. high or low financial requirements), caused job satisfaction.

In a different direction, studies of job-facet satisfaction have reported significant correlations between turnover intention and satisfaction with the work itself, pay and promotion (Hom, Katerberg & Hulin, 1979; Waters, Roach & Waters, 1976).

2.7.4 Relationship with Job Satisfaction and Organizational Commitment

Finally, there are also studies comparing the effects of both job satisfaction and organizational commitment on turnover intention (e.g. Arnold & Feldman, 1982; Peters, Bhagat & O'Connor, 1981; Shore & Martin, 1989). One thing that is worth noting is that all these studies showed that organizational commitment is associated more strongly than job satisfaction with turnover intention.

CHAPTER III

CONCEPTUAL MODEL

3.1 Conceptual Model

The conceptual model for this study is developed broadly along the lines of thinking of the extant literature detailed in Chapter II and is presented in Figure 1.

Market orientation, as represented by the three dimensions of customer orientation, competitor orientation, and inter-functional coordination, is posited in this study as an independent variable (or predictor variable) which serves as a common focus of the entire organization with the direct impact of reinforcing role clarity of employees. Role clarity is hypothesized to be positively related to job performance that has consequences respectively on job satisfaction, and organizational commitment. Finally, organizational commitment is hypothesized to have negative relation to the turnover intention of employees. In this light, role clarity, job performance, job satisfaction, organizational commitment, and turnover intention are considered dependent variables (criterion variables) as a result of market orientation.

Role clarity is posited to have a direct positive relationship with job performance. That is, the higher the role clarity experienced by employees, the higher the job performance of employees.

In alignment with the motivation theory, job performance on the part of employees is expected to lead to job satisfaction or job dissatisfaction on the job level, especially under the situation when performance is tied to rewards and sanctions. On the other hand, job performance is also expected to lead to organizational commitment on the organizational level. Therefore, the better the job performance of employees, the higher the job satisfaction and organizational commitment experienced by the employee concerned.

It has been generally accepted that job satisfaction and organizational commitment are antecedents to the turnover intention. Shore and Martin (1989) further provided empirical support that organizational commitment will be strongly related to turnover intention. As such, the higher the organizational commitment exhibited by employees, the lower the turnover intention of these employees.

3.2 Hypotheses

Based on the conceptual framework described in the preceding paragraphs, the following hypotheses are set out below for testing purposes:

- H₁: There is a positive relationship between customer orientation and role clarity. The higher the customer orientation of an organization, the higher the role clarity experienced by employees.
- H₂: There is a positive relationship between competitor orientation and role clarity. The higher the competitor orientation of an organization, the higher the role clarity experienced by employees.
- H₃: There is a positive relationship between inter-functional coordination and role clarity. The higher the inter-functional coordination of an organization, the higher the role clarity experienced by employees.
- H₄: There is a positive relationship between role clarity and job performance. The higher the role clarity experienced by employees, the higher the job performance of employees.
- H₅: There is a positive relationship between role clarity and the job satisfaction of employees. The higher the role clarity experienced by employees, the higher the job satisfaction experienced by employees.
- H₆: There is a positive relationship between job performance and job satisfaction. The higher the job performance of employees, the higher the job satisfaction experienced by employees.

- H₇: There is a positive relationship between job satisfaction and affective commitment. The higher the job satisfaction of employees, the higher the affective commitment of employees towards the company.
- H₈: There is a negative relationship between job satisfaction and continuance commitment. The higher the job satisfaction of employees, the lower the continuance commitment of employees towards the company.
- H₉: There is a negative relationship between affective commitment and turnover intention. The higher the affective commitment of employees, the lower the turnover intention of employees.
- H₁₀: There is a positive relationship between continuance commitment and turnover intention. The higher the continuance commitment of employees, the higher the turnover intention of employees.

CHAPTER IV

METHODOLOGY

4.1 The research design

A sample survey of the employees of a major gas supplier in Hong Kong was conducted to collect the data required for statistical analyses with a view to ascertaining the relations among constructs under investigation. The gas supplier is renowned in the territory to be a market-driven, customer- and competitor-oriented company. Owing to resource and time constraints, the survey was confined to the employees working in the headquarters of the company.

4.2 The sampling frame

The sampling frame for this study consists of employees working in the headquarters of a major gas supplier in Hong Kong. While the entire workforce of the company amounts to more than 2,000, the present study is confined to the headquarters staff of the company and these employees may broadly be classified into managerial, professional, clerical staff and others (e.g. supervisor, frontline staff, etc.). Nevertheless, compared to the company's total population ($N = > 2,000$), the 65 respondents participated in the study were judged by the manager responsible for

coordinating the survey as being not significantly different with regard to age, level of education, and tenure, etc from the general profile of employees of the organization. Thus, the respondents appear to be representative of the total population. (Refer to Table 1 for details of the profile of respondents).

This gas supplier company has been supplying gas and selling gas appliances to industrial, commercial, and residential customers in Hong Kong for more than a century and the number of customers now stands at around 1.2 million with annual sales turnover of 5,426 million in 1998. In recent years, the company's operations have been extended to areas in Southern China, including Panyu, Fangcun, and Zhongshan, etc.

Given the increasingly intense competition in the territory's energy market in recent years and in order to secure sustainable profitable growth, the company has developed the mission to provide "a safe and reliable gas supply backed by friendly, competent and efficient service". Achievement of the company's mission requires an organization and a dedicated workforce that is genuinely customer-focused and service-oriented. The setting up of the Customer Focus Team and the promulgation of the Customer Service Pledge in recent years give credence to the market-driven customer-oriented nature of the company.

The sample has the following demographic characteristics. In terms of sex, 89.2% (58 respondents) are male and 10.8% (7 respondents) are female. For the age distribution of the respondents, 23.1% (15 respondents) are below 30 years old; 33.8% (22 respondents) are 30 or over but below 35 years old; 27.7% (18 respondents) are 35 or

over but below 40 years old; 12.3% (8 respondents) are 40 or over but below 45 years old; the remaining 3.1% (2 respondents) are 45 or over but below 50 years old. As regards the marital status, 35.4% (23 respondents) are single, and 64.6% (42 respondents) are married. In terms of education, 12.4% (8 respondents) have secondary education; 33.8 % (22 respondents) have post-secondary education; 29.2% (19 respondents) have university education; and 24.6% (16 respondents) have post-graduate education. In terms of the type of job occupied by respondents, 18.4% (12 respondents) are managerial level staff; 55.4% (36 respondents) are professional level staff, e.g. engineers; 10.8% (7 respondents) are clerical level staff; and 15.4% (10 respondents) have types of job other than the above (e.g. supervisor, frontline staff, etc.). Finally, concerning the length of service with the organization, 24.6% (16 respondents) have less than 5 years' service; 23.1% (15 respondents) have 5 years or more but less than 10 years' service; 30.8% (20 respondents) have 10 years or more but less than 15 years' service; 13.8% (9 respondents) have 15 years or more but less than 20 years' service; 6.2% (4 respondents) have 20 years or more but less than 25 years' service; and only 1.5% (1 respondent) has 25 years or more but less than 30 years' service. In general, the respondents are predominantly male (89.2%), well educated (53.8% were college graduates), professional (55.4% are professional staff), young (average age = 33.75 years), and stable in work history (average tenure = 10.27 years).

4.3 Data collection procedures

Data for the analysis in this study is collected through a questionnaire survey. Questionnaire offers the advantage of reaching a larger target respondents economically and affords the respondents anonymity. It also increases the generalizability of the data collected and encourages open and honest responses as respondents are promised anonymity and confidentiality. The questionnaire survey was conducted during the period from mid March to early April 1999.

A self-administered questionnaire was developed to collect data from the respondents. A covering letter (on university letterhead) from the researcher explaining the purpose of the study and an assurance on the confidentiality and anonymity of the responses was attached with the questionnaire when the questionnaire was sent out. A stamped self-addressed envelope was also enclosed with the questionnaire to facilitate response, and respondents were requested to return the completed questionnaire directly to the researcher in the pre-addressed envelope. A total of 150 questionnaires were distributed to the participants through the internal mail delivery channels of the surveyed organization, and 65 usable responses (representing 43.3% of the total) were received. All the respondents taking part in the questionnaire survey were entirely on a voluntary basis. A sample of the covering letter and the final version of the questionnaire is at Appendix 1a and Appendix 2 respectively.

4.4 The instrument

Based on the conceptual model set out in Chapter III, it is hypothesized in this study that market orientation will be positively associated with the role clarity of

employees. The higher the market orientation adopted by an organization, the higher the role clarity experienced by its employees. Role clarity is expected to have a positive relationship with job performance and job satisfaction respectively. As such, the higher the role clarity experienced by employees, the higher the job performance and job satisfaction experienced by employees. Moreover, job satisfaction is expected to lead to organizational commitment. In other words, job satisfaction will have a positive relationship with organizational commitment. The higher the job satisfaction experienced by employees, the higher the organizational commitment exhibited by employees. Finally, organizational commitment will be inversely related to turnover intention. The higher the organizational commitment exhibited by employees, the lower the turnover intention (or propensity to leave the organization).

The scales used for measurement of the constructs in the survey are mostly drawn from existing scales from which there is evidence of satisfactory reliability and construct validity. All of the measures employed in this study (except the questions seeking the demographic data of respondents) are composed of multiple items. However, because of the considerable number of constructs involved, it is necessary for practical reasons to reduce the number of items employed for several of the scales. For example, the original Affective, Continuance, and Normative Commitment Scales developed by Allen and Meyer (1990) have a total of 24 items. Even the shortened version of the scales contains 18 items. However, this study has reduced the scales to 12 items, i.e. 4 items for each of the affective, continuance, and normative commitment measurement.

This process is guided by the results of item analyses and/or factor analyses reported by the original authors. In some instances, the best items from different questionnaires designed to tap the same constructs are employed. For example, the scales for job satisfaction contained both measurements of the cognitive and affective components of job satisfaction.

Furthermore, in some instances, it is necessary to modify the wording or response format of items so that they can be presented in a consistent manner throughout the questionnaire. In some other instances, where existing scales either are not available or provide only partial coverage of the construct under investigation, new items are devised. For example, existing scales for measuring job performance are very often facet-based. To tap the response on an overall self-evaluation of respondents' own job performance, the four items for measuring job performance are developed by the author to suit the purpose. Moreover, reverse-scored items are included to minimize response set bias (Churchill, 1979), e.g. Questions 21 and 23 (in the original version of the questionnaire) on organizational commitment are reverse scored.

The 5-point Likert-type responses ranging from 1 = "Strongly disagree" to 5 = "Strongly agree" are consistently applied to each item in the questionnaire. Each scale has been coded such that a high score represents a greater amount of the focal construct. Necessary modifications have been made when the original scales are not in the same format as the one used in this study. For instance, in the measurement of the construct of market orientation, we have adapted from the scale developed by Narver and Slater (1990), which is originally in the form of 7-point Likert-type. Moreover, this study has also not used the Thurstone-type scale, as suggested by

Wrenn (1997) for the measurement of the construct of market orientation. Nevertheless, for purposes of clarity and easy understanding by the respondents, I have modified Narver and Slater (1990)'s scale into the 5-point Likert-type.

Market Orientation. The market orientation scale developed by Narver and Slater (1990) consists of three parts of customer orientation, competitor orientation, and inter-functional coordination. Questions 1 - 4 (in the original version of the questionnaire) measure customer orientation; questions 5 – 8 (in the original version of the questionnaire) measure competitor orientation, and questions 9 – 11 (in the original version of the questionnaire) measure inter-functional coordination. As such, customer orientation, competitor orientation, and inter-functional coordination constitute a total of 3 latent variables, measured by 11 observed variables.

Role Clarity. The construct of role clarity is measured using the scales developed by Rizzo, House and Lirtzman (1970), originally designed for measuring role ambiguity/role conflict. The construct validity and psychometric properties of the scales have been reviewed with favorable conclusion (House, Schuler & Levanoni, 1983; Schuler, Aldag & Brief, 1977) despite criticisms that the negatively worded role conflict items may give rise to response biases (Tracy & Johnson, 1981).

The original questionnaire consists of 30 items, 15 of which deal with role ambiguity and 15 with role conflict. The present study has adapted 8 items for role clarity, i.e. questions 12 – 19 (in the original version of the questionnaire). Role clarity is a latent variable, measured by 8 observed variables.

Job Performance. As regards measurement of job performance, this study has used self-reported ratings by employees as measurement on employees' job performance. This is different from most other studies where supervisor ratings of job performance have been used (e.g. Becker et al. 1996; Brett, Cron & Slocum, 1995). As pointed out by Spector (1997), supervisor ratings of job performance suffer from rating biases and restriction of range, both of which reduce correlations with other variables.

Meyer (1980) has suggested an approach in obtaining self-appraisals of job performance by asking the respondents the following question:

“Compared with other employees here in jobs similar to yours at the same salary grade, how would you rate your own job performance?

- 6 One of the best – in the top 10%
- 5 Well above average – in the top 25%
- 4 Above average – in the top 50%
- 3 Below average – in the bottom 50%
- 2 Well below average – in the bottom 25%
- 1 One of the poorest – in the bottom 10%” (p.292)

Meyer (1980) found a consistent result that at least 40% of the respondents, blue collar or white collar workers alike, place themselves in the top category, and almost all of the remaining respondents place themselves in one of the other two above-average categories. Only 1 or 2% will place themselves in number 3 on the scale, i.e.

the bottom 50%. No one has ever been found to place themselves in the lowest two categories. As such, the use of this approach will inevitably result in inflated ratings. This will be especially so in the high level professional employees than those in lower level jobs. The assumption may also apply to respondents from Hong Kong who may not be modest in his/her self-ratings of job performance, as contended by Yu and Murphy (1993), in contrast to the cultural relativity hypothesis advanced by Farh et al. (1991). The measurements for job performance, i.e. questions 41 – 44 (in the original version of the questionnaire) are constructed specifically by the author to gauge self-ratings of job performance by respondents. As such, job performance as a latent variable is measured by 4 observed variables.

Job Satisfaction. Multi-item measures of global job satisfaction are used instead of the single-item measures of global job satisfaction as the employment of the latter measure may face the loss of substantial useful information. This is in partial contrast to the recommendation of Scarpello and Campbell (1983) that a single-item measure of overall job satisfaction was preferable to a scale that is based on a sum of specific job facet satisfactions.

Moreover, while measures of facet-job satisfaction may be useful in diagnostic situations (e.g. pay vs. the work itself) not available in global items, they are not used in this study as we wish to capture a general impression of the respondents on the degree of their satisfaction towards the job.

Global job satisfaction measuring the cognitive components of job satisfaction is adapted from the scale developed by Farrell and Rusbult (1981), i.e. questions 32 – 35

(in the original version of the questionnaire). These 4 questions represent 4 observed variables to measure a latent variable of the cognitive components of job satisfaction.

Finally, I have also inserted three questions, i.e. questions 36 – 38 (in the original version of the questionnaire), to measure the affective components of job satisfaction of respondents, following the suggestions proposed by Organ and Near (1985). As such, job satisfaction has also another latent variable of the affective components, which is measured by 3 observed variables.

Organizational Commitment. Organizational commitment is measured using the Affective, Continuance, and Normative Commitment Scales developed by Allen and Meyer (1990). Such scales appear to be more balanced in measuring the three components of organizational commitment, and is considered superior to the Organizational Commitment Questionnaire (OCQ) developed by Porter et al. (1974), the latter of which has been widely used in research investigations on the subject of organizational commitment, but has been criticized as biased toward measuring the affective component of organizational commitment at the expense of the other two components (Benkoff, 1997b).

On the basis of an examination between Porter et al.'s (1974) OCQ and Meyer and Allen's Organizational Commitment Scales conducted by Randell, Fedor, and Longenecker (1990), Morrow (1993) pointed out that the OCQ exhibited excellent evidence of convergent validity with the Affective Commitment Scales developed by Allen and Meyer (1990), but not with the Continuance nor Normative Commitment Scales. Furthermore, there is ample evidence from studies (e.g. Hackett, Bycio &

Hausdorf, 1994; Meyer, Allen & Gellatly, 1990; Somers, 1993) that the affective, continuance, and normative commitment are distinguishable constructs. The three components of organizational commitment are each measured by 4 items. Affective commitment is measured by questions 20 – 23 (in the original version of the questionnaire); continuance commitment is measured by questions 24 – 27 (in the original version of the questionnaire); and normative commitment is measured by questions 28 – 31 (in the original version of the questionnaire). Under this arrangement, affective commitment, continuance commitment, and normative commitment constitute 3 latent variables, and each of these latent variables is measured by 4 observed variables.

Turnover Intention. A two-item scale adopted by Begley and Czajka (1993) is used to assess turnover intention or intention to quit, i.e. questions 39 – 40 (in the original version of the questionnaire). In contrast to other studies (e.g. Bluedorn, 1982b; Dalley & Kirk, 1992; Johnston et al., 1988) which asked respondents to indicate their intention to leave the present job and organization within a specified period of time in the near future, say, within the next 6 months, this study does not include such questions as they are considered a bit too sensitive to the respondents and the surveyed organization. Turnover intention as a latent variable is measured by 2 observed variables.

Demographic Data. Finally, the demographic data of respondents, including sex, age, marital status, education, type of job, and length of service with the organization, etc. are collected through questions 45 – 50 (in the original version of the questionnaire). These questions represent 6 observed variables in the analysis.

4.5 Pretest

Though well-established scales were used as the instrument for measuring the constructs, pretesting was performed to ensure each item's applicability to the study. A pretest was conducted with a number of part-time CUMBA students to offer their comments on the quality of the measure items. They were asked to first complete the questionnaire and then point out any item that was either ambiguous in meaning or the wordings were difficult to comprehend. As a result of the pretest, the wordings of several items were either modified or reworded so that they would be clearly understood. An item intended to tap the response of respondents on their intention to leave the current job and organization within a specified period of time was deleted from the questionnaire as a result of suggestions made by respondents at the pretest stage as they considered this item a bit too sensitive to the surveyed organization.

The data gathered from the pretest were used to conduct factor analysis and reliability test in order to determine the validities and reliabilities of the scales. The decision rule for the inclusion (or exclusion) of an item defining a factor is a loading of 0.50. As a result of the factor analysis and reliability tests run on the pretest data, the scale items measuring role conflict, i.e. questions 14 to 17, (in the original version of the questionnaire) and normative commitment, i.e. questions 28 to 31 (in the original version of the questionnaire) were completely dropped from the conceptual model because of their low reliability estimates and their failure to reach the factor loading of 0.50 or above. The factor analysis also failed to distinguish between the two

different kinds of job satisfaction, that of the cognitive and affective aspects. As such, job satisfaction is treated as one construct rather than two in this study. Individual items that failed to achieve the loading of 0.50 (including questions 3, 4, 5, 9, and 27) are also excluded from the questionnaire. As such, the final version of the questionnaire, which can be found in Appendix 2, contains a total of 37 items.

CHAPTER V

DATA ANALYSIS AND RESULTS

5.1 Data Analysis Procedures

The data collected will be analyzed by two analytical procedures: scales assessment, and structural equation modeling.

5.2 Scales Assessment

Factor analysis was conducted on the respondents' data to determine whether there are as many variables as hypothesized in the conceptual model. Taking into account the results of the pretest, the constructs of role conflict (questions 14 – 17), and normative commitment (questions 28 – 31) were extracted from the measurement. Moreover, job satisfaction is treated as one construct instead of two in the study.

Furthermore, a reliability test was also performed to assess the internal consistency of the scales used in the study. To this end, items within each scale were summed to arrive at a respondent's scale score. Cronbach alpha reliabilities (Cronbach, 1951) were then calculated to obtain the coefficient alphas. Reliabilities above 0.60 are

generally considered acceptable for research purposes (Nunnally, 1978). As a result of the reliability test of the data collected from the respondents, the descriptive statistics including the mean, standard deviation, coefficient alpha for each of the measures of the variables in the study is given in Table 2. With the exception of job performance scale where the coefficient alpha is at a marginal level of 0.6219, all other scales have reasonably high levels of internal consistency reliability, ranging from 0.6688 to 0.9048.

5.3 Structural Equation Modeling

Structural equation modeling procedures have been used to test the hypothesized relationships among the latent (theoretical constructs) variables as specified in the conceptual model. The structural equation model normally comprises two parts: (a) a measurement model which describes how each of the latent variables is operationalized via the observed variables and provides information about the measurement properties (reliabilities and validities) of the observed variables. The second part of the model is (b) a structural model which specifies the cause-and-effect relationships among the variables and assigns the explained and unexplained variance.

Nevertheless, owing to the large number of parameters contained in the conceptual model and the small size of the sample data obtained from the survey, it is not possible to conduct the measurement part of the model as the reliabilities and validities of the observed variables for a latent variable cannot be calculated when they are summed up and combined to become composite scores. As a result, path

analysis examining the causal relationships among the observed variables was performed. The objective of the path analysis is to test a structural model comprising theoretically based statements of relationships among the variables. The analysis is conducted on the assumption that the empirical data are a random sample of individuals from a population of individuals on which the observed variables have been actually observed or measured. From these data a sample covariance matrix is computed, and it is this matrix that is used to fit the model to the data and to test the model (Jöreskog, 1993).

The data collected from the sample survey were analyzed with the LISREL computer program (Jöreskog & Sörbom, 1993). LISREL (which stands for *Linear Structural Relations*) is a statistical tool best suited for estimating causal effects adjusted for measurement error, examining correlated residuals, and obtaining indicators of a model's fit to data. Specifically, the data were input into PRELIS 2 (Jöreskog and Sörbom, 1988) to create the covariance matrix which was then input into LISREL 8 to perform the analysis. Nevertheless, as the size of the sample data ($n = 65$) is not adequate for constructing the measurement model, the covariance matrix for the structural model is constructed by inputting the correlation matrix (see Table 3) into the LISREL program.

One of the advantages of using LISREL over more conventional tools such as multiple regression is that it permits specification of latent and observed variables, with explicit modeling of measurement errors. Latent variables often represent theoretical concepts, whereas observed variables usually consist of multiple empirical measures for each concept. The relationship between latent variables and observed

variables are that the former are unobserved variables whose 'reality' we assume or infer from observed variables (Kerlinger, 1992). Another advantage of using LISREL for cross-sectional data is that it helps to eliminate competing hypotheses for various relationships, and are clearly preferable to zero-order correlational or multiple regression analyses.

The output from a structural equation program provides different kinds of information useful for model evaluation and assessment of fit. According to Jöreskog (1993) and Jöreskog and Sörbom (1993), the information can be classified into three groups:

- (a) Examination of the solution – examine the parameter estimates to see if there are any unreasonable values or other anomalies. These include the squared multiple correlation (i.e. R^2) that measures the strength of the linear relationship. A small R^2 indicates a weak relationship and suggests that the model is not effective.
- (b) Measures of overall fit – examine the measures of overall fit of the model, particularly the chi-square goodness-of-fit value with degrees of freedom as an indicator of whether or not the model fits the data. Chi-square is a measure of overall fit of the model to the data. It is indeed a 'badness-of-fit' measure in the sense that a small chi-square indicates a good fit and a large chi-square indicates a bad fit. As such, zero chi-square corresponds to a perfect fit.

A number of other measures of overall fit, e.g. GFI, AGFI, NFI, CFI, and IFI, etc. are all functions of chi-square and may also be used. The GFI ranges from

0 to 1, with values exceeding 0.9 indicating a good fit to the data. Unlike the chi-square value that tends to be affected by the sample size, GFI does not depend on sample size explicitly and measures how much better the model fits as compared to no model at all. The adjusted goodness-of-fit index (AGFI) adjusts the GFI for degrees of freedom in the model. The AGFI also ranges from 0 to 1, with values above 0.9 indicating a good fit to the data. A discrepancy between the GFI and AGFI typically indicates the inclusion of trivial (i.e. small) and often non-significant parameters. There are also other fit indices such as normed fit index (NFI), comparative fit index (CFI), and incremental fit index (IFI), etc. The values of all the three indices range from 0 to 1, with values exceeding 0.9 indicating a good fit.

- (c) Detailed assessment of fit – the tools for examining the fit in detail are the modification indices, and the expected parameter change (EPC) value. Each of these quantities may be used to locate the source of misspecification in the model and to suggest how the model should be modified to fit the data better.

In the first place, the modification index measures how much chi-square is expected to decrease if a particular constrained parameter is set free and the model is re-estimated. The largest modification index tells us which parameter to set free to improve the fit maximally. LISREL will by default display only modification indices larger than 7.882, which is the 99.5 percentile of the chi-square distribution with one degree of freedom. Associated with each modification index is an expected parameter change (EPC) value that

measures how much the parameter is expected to change, in the positive or negative direction, if it is set free.

While there may be several different methods for estimating a LISREL model, we have chosen the maximum likelihood (ML) approach, which is the most widely used estimation method in LISREL modeling. ML estimates is an iterative procedure whereby final parameter estimates are obtained through a numerical search which successively improves initial estimates or starting values (Diamantopoulos, 1994). The estimates are accompanied by fit statistics that enable us to assess the degree to which the theoretical model is in fact consistent with the data.

5.4 The Original Conceptual Model

5.4.1 Structural Equation Model Results

The Model Fit. Results of the maximum likelihood estimate for the structural equation model ($\chi^2_{23} = 61.42$, $p = 0.000024$; (see Table 4 for details) indicates that the model does not provide a satisfactory fit to the data. Other fit indices including GFI = 0.84, AGFI = 0.70, NFI = 0.67, CFI = 0.75, and IFI = 0.77 also testify to the unsatisfactory fit to the data. In terms of the structural parameter estimates of the model, the R^2 for the role clarity-job performance relationship of 0.099 and the R^2 for the job satisfaction-continuance commitment relationship of 0.00017 are non-significant. As such, the original model was examined in detail, in particular the modification indices, as well as the expected parameter change value. Each of these

quantities was used to locate the source of misspecification and suggest how the model should be modified to fit the data better. From the modification indices provided by the LISREL program, the following paths were suggested to add to the model: competitor orientation \Rightarrow affective commitment, inter-functional coordination \Rightarrow affective commitment, and job satisfaction \Rightarrow turnover intention.

Causal Relationships among the Constructs. Results (see Table 4) show that the hypothesized causal relationships between customer orientation (H_1), competitor orientation (H_2), inter-functional coordination (H_3) and role clarity are supported. Customer orientation ($\gamma_{11} = 0.31$, $p < 0.01$, 1-tailed), competitor orientation ($\gamma_{12} = 0.37$, $p < 0.01$, 1-tailed), and inter-functional coordination ($\gamma_{13} = 0.32$, $p < 0.01$, 1-tailed) are significant determinants of role clarity. The R^2 of the function or the proportion of variance explained is 0.49, which indicates significance.

The hypothesized causal relationship between role clarity and job performance (H_4) is supported. Role clarity, as hypothesized, has a significant influence on job performance ($\beta_{21} = 0.32$, $p < 0.01$, 1-tailed). The R^2 of the function is 0.099.

The causal relationship between role clarity and job satisfaction (H_5) and between job performance and job satisfaction (H_6) are supported. Role clarity is a significant determinant of job satisfaction ($\beta_{31} = 0.36$, $p < 0.01$, 1-tailed), and job performance is also a significant determinant of job satisfaction ($\beta_{32} = 0.31$, $p < 0.01$, 1-tailed). The R^2 of the function is 0.30.

While job satisfaction is significantly positively related to affective commitment (H₇) ($\beta_{43} = 0.59$, $p < 0.01$, 1-tailed) and the R^2 of the function is 0.35, the relationship between job satisfaction and continuance commitment (H₈) ($\beta_{53} = 0.013$, $p > 0.25$, 1-tailed) and the R^2 of the function is 0.00017, is not supported.

Affective commitment is significantly negatively associated with turnover intention (H₉) ($\beta_{64} = -0.47$, $p < 0.01$, 1-tailed), continuance commitment does not have a significant relationship with turnover intention (H₁₀) ($\beta_{65} = 0.046$, $p > 0.25$, 1-tailed) and the R^2 of the function is 0.22. From the above analysis, it appears that the job satisfaction-continuance commitment (H₈) and the continuance commitment-turnover intention (H₁₀) relationships are not significant and will be excluded from subsequent analysis.

5.5 The Modified Conceptual Model

Since the structural model of the original conceptual model does not provide a satisfactory fit of the data and a number of hypothesized relations are not supported, we proceed to make modifications to the original conceptual model, in accordance with the modification indices provided by the LISREL program, with a view to improving the model fit. This is accomplished by adding several omitted paths between the variables. Results of the modified conceptual model are presented in Table 5.

5.5.1 Structural Equation Model Results

The Model Fit. The modified conceptual model (see Figure 2) provides a much better fit to the data. This is evident from the chi-square value and the other fit indices as follows: $\chi^2_{25} = 27.92$ ($P = 0.022$), GFI = 0.92, AGFI = 0.80, NFI = 0.84, CFI = 0.91, and IFI = 0.92. In terms of the structural parameter estimates of the model, while the R^2 for the role clarity-job performance relationship of 0.099 is non-significant, it is retained in the model for substantive reasons.

Causal Relationships among the Constructs. Results (see Table 5) show that the hypothesized causal relationships between customer orientation, competitor orientation, inter-functional coordination and role clarity are all supported. Customer orientation ($\gamma_{11} = 0.31$, $p < 0.01$, 1-tailed), competitor orientation ($\gamma_{12} = 0.37$, $p < 0.01$, 1-tailed), and inter-functional coordination ($\gamma_{13} = 0.32$, $p < 0.01$, 1-tailed) are the significant determinants of role clarity. The R^2 of the function or the proportion of variance explained is 0.51, which also indicates significance.

The hypothesized causal relationship between role clarity and job performance is supported. Role clarity, as hypothesized, has a significant influence on job performance ($\beta_{21} = 0.28$, $p < 0.01$, 1-tailed). The R^2 of the function is 0.099. The causal relationship between job performance and job satisfaction is supported. However, the relationship between role clarity and job satisfaction is excluded from the modified model. As suggested by the modification indices, the relationships between job satisfaction and competitor orientation and between job satisfaction and inter-functional coordination are added to the model and are supported. Job Performance

($\beta_{32} = 0.28$, $p < 0.01$, 1-tailed), competitor orientation ($\gamma_{32} = 0.44$, $p < 0.01$, 1-tailed), and inter-functional coordination ($\gamma_{33} = 0.18$, $p < 0.01$, 1-tailed) are significant determinants of job satisfaction. The R^2 of the function is 0.57.

While job satisfaction is significantly positively related to affective commitment ($\beta_{43} = 0.59$, $p < 0.01$, 1-tailed) and the R^2 of the function is 0.34, the hypothesized relationship between job satisfaction and continuance commitment was deleted in the modified model. As suggested by the modification index, a path from job satisfaction to turnover intention has been added and the relationship is supported ($\beta_{53} = -0.46$, $p < 0.01$, 1-tailed), while affective commitment is, as hypothesized, found to be inversely associated with turnover intention ($\beta_{54} = -0.20$, $p < 0.01$, 1-tailed) and the R^2 of the function is 0.35.

Comparison between the Original and Modified Conceptual Models. Compared with the original conceptual model, the modified conceptual model clearly shows significant improvements. Specifically, there is a significant improvement in terms of model fit. For example, the chi-square difference has been substantially reduced ($\chi^2_{\text{difference}} = 33.50$, $p = 0.00$). Other fit indices also showed improvement: GFI (from 0.84 to 0.92), AGFI (from 0.70 to 0.80), NFI (from 0.67 to 0.84), CFI (from 0.75 to 0.91), and NFI (from 0.77 to 0.92).

5.6 Discussion

The causal relationships between customer orientation, competitor orientation, inter-functional coordination and role clarity; role clarity and job performance, job performance and job satisfaction; job satisfaction and affective commitment; and job satisfaction and affective commitment and turnover intention are all consistent with theories reported in Chapter II.

As regards the relationship between competitor orientation, inter-functional coordination and job satisfaction, a plausible explanation for the direct influence of competitor orientation and inter-functional coordination on job satisfaction is that an employee who is constantly reminded of the competitors and work in an environment where different functional departments/units coordinate closely with one another to deliver superior products/services against the competitors will experience job satisfaction. The fact that customer orientation does not have a direct influence on employees' job satisfaction attest to the apparent conflicting demands between making one's best efforts to serving customers while experiencing satisfaction from the job.

While the causal relationships leading from job satisfaction to affective commitment to turnover intention and the relationship from job satisfaction to turnover intention have been adequately explored and confirmed in the management literature, it further testifies to the importance of affective commitment, i.e. a feeling of emotional attachment, and a sense of pride being an employee of the company, towards maintaining the stability of the workforce in a company, and that affective

commitment of an employee towards his/her organization stems mainly from the satisfaction from his/her job. Equally important, if not more important, is the relationship between job satisfaction and turnover intention. This translates to mean that an employee who is satisfied with his/her job will be more willing to stay with the organization. Job performance has not played a direct part in influencing the feeling of an employee towards his/her organization.

The analysis also shows that job satisfaction has no direct relationship with continuance commitment, and continuance commitment, in terms of side-bets already invested in the company, has no direct effect on the turnover intention of employees. This is in contrast to the research studies indicating a relationship between the two variables.

CHAPTER VI

CONCLUSION

6.1 Managerial Implications

The results show that the job attitudes of employees included in this study are primarily functions of the business orientation adopted by an organization. Consistent with theories advanced by the marketing researchers and organizational behavior scholars, the results add credence to the propositions that market orientation adopted by an organization has a significant direct bearing on role clarity of employees. Surprisingly, competitor orientation and inter-functional coordination also exert influences on job satisfaction. It is also confirmed that role clarity has positive association with job performance and job satisfaction respectively. Affective commitment as a consequence of job satisfaction will be related to the turnover intention of employees, and that affective commitment and turnover intention are reciprocally related. In other words, a committed employee will have high intention to remain with the organization, and employees with a high turnover intention will have low emotional attachment towards the organization.

The first implication of this finding is that market-driven organizations can influence the extent of experienced role stress of its employees about their tasks and what course of action they should take in order to effectively perform the tasks. Employees

who have clarity of his/her roles will be able to perform better and be more satisfied towards the job. In this connection, there is a need for open promulgation of organization-wide policies and procedures that serve to facilitate workflow activities that reduce role ambiguity by defining role-related expectations of employees.

Moreover, it is evident from this study that role stress (i.e. role clarity or role ambiguity) will probably create hindrances and adversely affect expectations for better performance. When the employee concerned is not sure about his/her job duties and responsibilities, or gets divergent messages from different people in the organization, it will make it unlikely for the employee concerned to exhibit better performance at the job. In this connection, feedback plays an important role in regularly and clearly informing the employees of how well they are performing and in what areas they are performing adequately or deficiently *vis-a-vis* the organization's strategies towards the target customers and competitors, and communication channels should be made wide open to facilitate inter-functional (or inter-departmental) coordination.

While many scholars believe that satisfaction influences absenteeism and turnover, but not job performance, results of this study suggest otherwise. A more logical explanation for this phenomenon is that performance is determined by an employee's effort to achieve the goals and outcomes they desire, and satisfaction is determined by outcomes an employee actually obtain. Management should present clear goals and missions and motivate employees to align to these goals and missions so that they have a direction to steer at. Performance that results in attainment of goals and missions will generate satisfaction for employees.

Furthermore, Management should recognize the critical importance of having a committed and satisfied workforce towards the long-term competitiveness and profitability of the organization. To foster such commitment and satisfaction on the part of employees, organizations should share a clear sense of missions and goals with employees by involving them in the process of developing organizational missions and goals. It stands to reason that employees working in an organization where they are aligned to and share the missions and goals of the organizations are likely to strive to uphold these missions and goals, and these employees will also have lower intention to leave the organization and perform better. In this respect, communication plays a crucial role in allowing employees to clearly understand the missions and goals of the organization. It also facilitates Management in aligning employees to the missions and goals of the organization.

6.2 Limitations of the study

This study contains a number of limitations that offer ample opportunities for researchers and practitioners alike to carry out future research.

Firstly, because of the time and resource constraints, the survey data are collected entirely from the self-reports of respondents through the completion of a questionnaire. There is no use of multiple measures of the same or different variables from multiple sources (e.g. top management, supervisor, peers, or staff, etc.) using multiple methods (e.g. focus group, telephone interview, or observations, etc.). This

kind of research design risks the problems of common method variance that may have inflated the relations among the variables of interest (Podsakoff and Organ, 1986). Time and resource permitting, use of multiple methods of assessment would be desirable in developing more accurate estimates of the relations among the variables.

Secondly and closely related to the first point above, the research design of the study takes the form of a sample survey which faces the dilemma of having relatively good power of generalizability, at the expense of high precision and control, and a lack of realism of context (McGrath, 1982).

Thirdly, the results reported in this study are based on cross-sectional data. It is not certain if the relationships among the different variables under investigation would remain unchanged over time. Future studies need to collect panel data if we are to find out whether the job attitudes of employees will change, and if so in what directions, assuming that the market orientation adopted by an organization has remained unchanged. Moreover, data collected from longitudinal studies will tend to be more stable as there is high possibility for respondents to change their feelings on perceived variables over time. Longitudinal design will also allow for replication of the study in the future.

Fourthly, the data collected for this study are confined to the employees of a public utility company. In other words, the study is organization-specific in nature. The results may be idiosyncratic to the workings of a single company and caution is necessary when making broad generalizations from the results of the study. The findings from the study may not be readily applicable to other public utility

companies in the territory, or enterprises of different types and nature in the private sector or to other countries outside Hong Kong. Future research should aim to be cross-organization, cross-industry, and cross-cultural studies.

Fifthly, no analysis has been carried out on the demographic data collected from the survey. Many studies have demonstrated that demographic variables have significant impact on the study variables (e.g. sex, age, marital status, education, and tenure, etc.). Tenure, for example, has been found to be positively related to affective commitment (e.g. Cohen, 1993; Mathieu & Zajac 1990; Sheldon, 1971), whereas education is generally reported to be negatively related to continuance commitment (e.g. Angle & Perry, 1981; Morris & Steers, 1980; Mowday, Porter & Steers, 1982).

Sixthly, owing to the small size of the sample ($n = 65$), it is not possible for the LISREL software to run the measurement part of the model. This study examines the structural part of the model by means of observed variable path analysis. Future studies should attempt to obtain a much larger sample size of at least 200 observations (Kelloway, 1998) for a model of moderate complexity in order to obtain a complete causal model for the constructs under investigation. Bentler and Chou (1987) also suggested that the ratio of sample size to estimated parameters be between 5:1. As such, a rule of thumb is that for a questionnaire of 50 items, it would require a sample size of 250 or more.

Finally, owing to the small size of the sample, it has not been possible for cross-validation of the data to be performed. Given a larger sample, it would be desirable for the data to be divided into two sub-samples so that the findings obtained from the

first sub-sample can be cross-validated with the second sub-sample, and confounding checks can also be applied to the two sub-samples to see if any significant differences exist between the sub-samples.

6.3 Directions for future research

As mentioned earlier, few studies have attempted to integrate variables from different sets of variables to analyze the relationship between the market orientation of an organization and the job attitudes of its employees. The results from this study show that the effects of market orientation of an organization play a dominant role in explaining the job attitudes of its employees, which suggests the importance that the market orientation of an organization has on the job attitudes of its employees. These results also suggest that the job attitudes of employees cannot be explained by an isolated set of variables. Rather, we must develop a theoretical framework that integrates multiple sets of variables to understand the interrelated determinants of the job attitudes of employees in a market-oriented organization. The findings from this study provide some preliminary support for the potential of developing an integrated framework to analyze the effects of market orientation on the job attitudes of employees, although some of the hypotheses may need further theoretical development and improved operational definition and measurement. The measurements used in this study, which have been proven to be empirically applicable in the U.S. context, may not necessarily be compatible with the perceptions of local employees.

Secondly, the present study does not measure the degree of market orientation adopted by the surveyed organization. Perhaps future studies should try to examine the differential effects of varying degrees of market orientation, e.g. high, low, medium, adopted by organizations on the job attitudes of employees. It may also be possible to implement experimental designs postulating high, low, medium degrees of market orientation adopted by an organization and tap the job attitudes of respondents under different experimental conditions.

Thirdly, the results from this study show that organizational commitment has significant effects on the turnover intention of employees, and that job performance has significant effects on the job satisfaction of employees. Future studies should go beyond this study to assess the theoretical differences and similarities between these attitudinal concepts and collect longitudinal data to test the possible cause-and-effect relationships between these concepts. The results from this study clearly suggest the need to further explore the concept of market orientation, role clarity, and job satisfaction and their relationships with turnover intention of employees respectively. Indeed, the study of these attitudinal concepts comes in handy in this era when meeting or exceeding customer needs becomes the top priority of market-driven organizations, and job security of employees is no longer guaranteed as a result of process re-engineering and corporate downsizing of organizations in the face of increasingly intense competition in the global and local market place.

Fourthly, although past empirical studies have confirmed turnover intention as an antecedent to actual turnover behavior, the survey has collected only data relating to the turnover intention of employees. Actual turnover data is not provided by

management of the company. As such, it will be desirable for longitudinal studies to be conducted where the turnover intention as well as actual turnover data of employees involving different periods of time are obtained for analyses.

Finally, as mentioned earlier that the study is organization-specific, the generalizability of the survey findings will be of limited value. Future studies should be designed in a way that is broader in scope, cross-organization, cross-industry, and cross-cultural in nature with a view to developing a general integrative model on the effects of the business orientation adopted by a company on the job attitudes of its employees.

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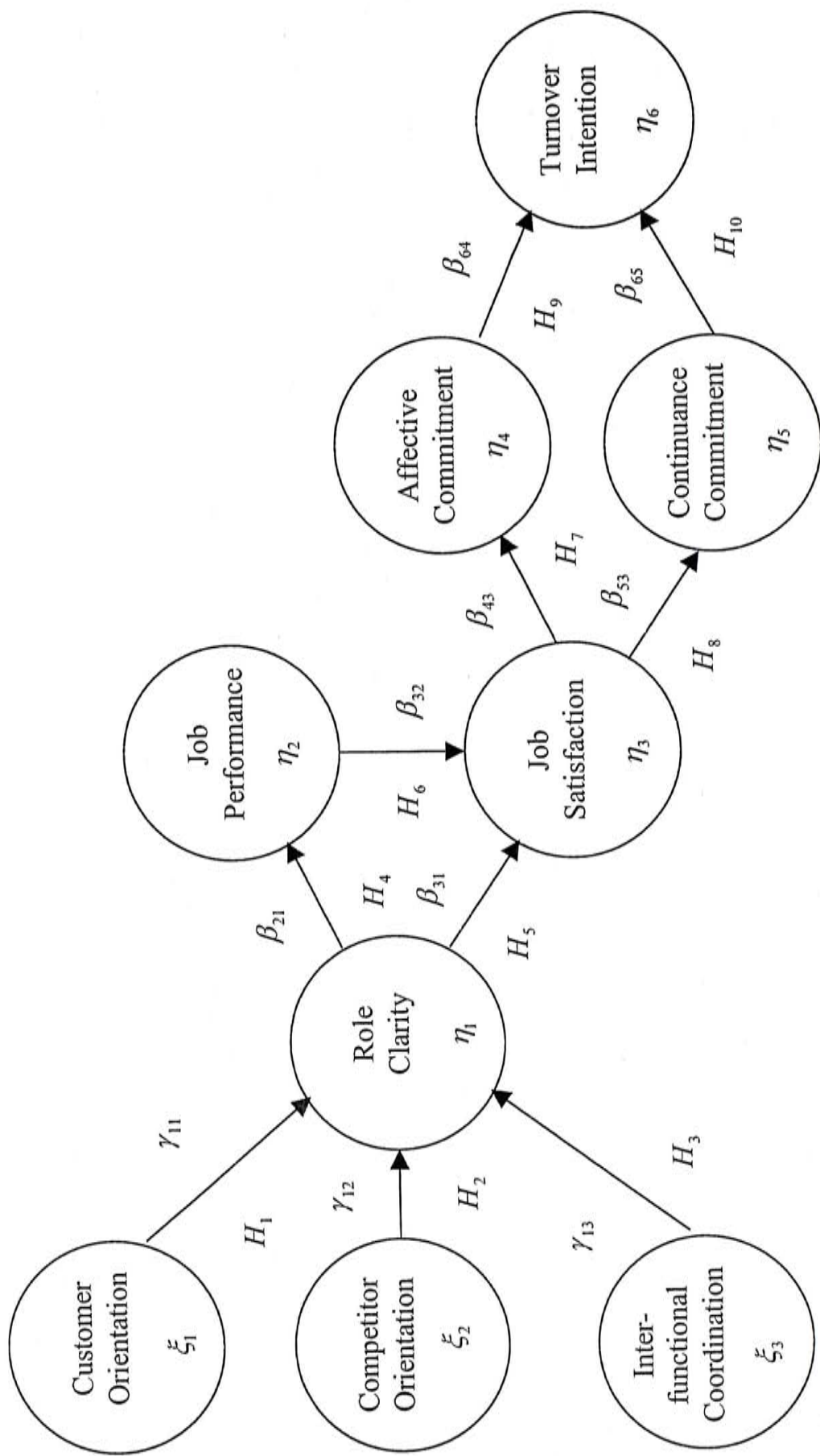


Figure 1 – The Original Conceptual Model

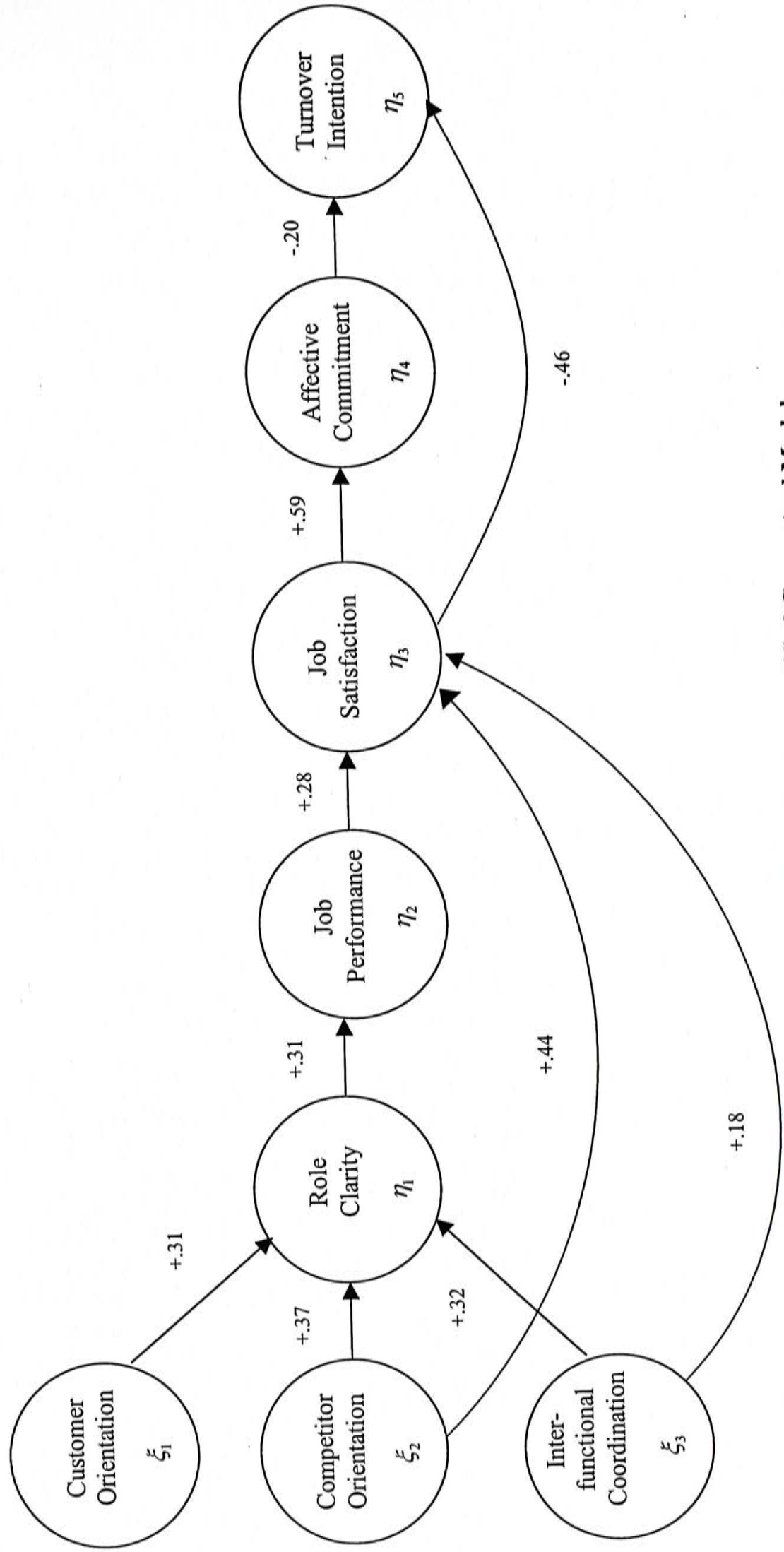


Figure 2 – The Modified Conceptual Model

TABLE 1
Profiles of the Respondents*

Sex	
Male	58 (89.2%)
Female	7 (10.8%)
Age	
Less than 30 years old	15 (23.1%)
More than or equal to 30 years old but less than 35 years old	22 (33.8%)
More than or equal to 35 years old but less than 40 years old	18 (27.7%)
More than or equal to 40 years old but less than 45 years old	8 (12.3%)
More than or equal to 45 years old but less than 50 years old	2 (3.1%)
Marital Status	
Single	23 (35.4%)
Married	42 (64.6%)
Education	
Secondary	8 (12.4%)
Post-secondary	22 (33.8%)
University	19 (29.2%)
Post-graduate	16 (24.6%)
Type of Job	
Managerial	12 (18.4%)
Professional	36 (55.4%)
Clerical	7 (10.8%)
Others (e.g. supervisor, frontline staff, etc.)	10 (15.4%)
Tenure	
Less than 5 years	16 (24.6%)
Less than or equal to 5 years but less than 10 years	15 (23.1%)
Less than or equal to 10 years but less than 15 years	20 (30.8%)
Less than or equal to 15 years but less than 20 years	9 (13.8%)
Less than or equal to 20 years but less than 25 years	4 (6.2%)
Less than or equal to 25 years but less than 30 years	1 (1.5%)

TABLE 2
Analysis of Scales used in the Study

Scale	Number of items	Mean	Standard Deviation	Reliability (α)
Customer Orientation	2	4.5769	0.5320	0.8102
Competitor Orientation	3	3.7077	0.8112	0.7949
Inter-functional Coordination	2	3.7154	0.7754	0.6688
Role clarity	4	3.9577	0.7611	0.8378
Job Performance	4	3.4577	0.5635	0.6219
Job Satisfaction	7	3.3275	0.7344	0.9048
Affective Commitment	4	3.4577	0.8204	0.8306
Continuance Commitment	3	3.6256	0.8260	0.7093
Turnover Intention	2	3.0692	0.9052	0.7208
Age	1	33.7538	5.1052	-
Tenure	1	10.2717	5.6673	-

TABLE 3
Correlation Matrix of Variables used in the Study

	Custom	Compet	Interfun	Roleam	Jobperf	Jobsati	Affcom	Concom	Turnint
Custom	1.000								
Compet	.204	1.000							
Interfun	.196	.280*	1.000						
Rolecl	.452**	.522**	.486**	1.000					
Jobperf	.180	.292*	.124	.315*	1.000				
Jobsati	.209	.568**	.333**	.461**	.426**	1.000			
Affcom	.236	.551**	.490**	.606**	.351**	.590**	1.000		
Concom	.120	.062	.213	.244	-.079	.013	.024	1.000	
Turnint	-.133	-.362**	-.205	-.288*	-.155	-.577**	-.469**	.035	1.000

** P < 0.01

* P < 0.05

Custom: Customer Orientation
 Compet: Competitor Orientation
 Interfun: Inter-functional Coordination
 Rolecl: Role Clarity
 Jobperf: Job Performance
 Jobsati: Job Satisfaction
 Affcom: Affective Commitment
 Concom: Continuance Commitment
 Turnint: Turnover Intention

TABLE 4

Structural Model Results of the Original Conceptual Model

Independent Constructs	Dependent Constructs					
	Role Clarity	Job Performance	Job Satisfaction	Affective Commitment	Continuance Commitment	Turnover Intention
Customer Orientation	0.31 ^a					
Competitor Orientation	0.37 ^a					
Inter-functional Coordination	0.32 ^a					
Role Clarity		0.32 ^a	0.36 ^a			
Job Performance			0.31 ^a			
Job Satisfaction				0.59 ^a	0.013 ^b	
Affective Commitment					- 0.47 ^a	
Continuance Commitment					0.046 ^b	
R ²	0.49	0.099	0.30	0.35	0.00017	0.22
Fit Statistics:	χ^2_{23} 61.42 (p = 0.000024)					
	GFI ^c 0.84					
	AGFI ^d 0.70					
	NFI ^e 0.67					
	CFI ^f 0.75					
	IFI ^g 0.77					

^a p<0.01
^b p>0.25
^c Jöreskog and Sörbom's (1989) "goodness-of-fit index"
^d Jöreskog and Sörbom's (1989) "adjusted-goodness-of-fit index"
^e Bentler and Bonnett's (1980) "normed fit index"
^f Bentler's (1990) "comparative fit index"
^g Bollen's (1989) "incremental fit index"

TABLE 5

Structural Model Results of the Modified Conceptual Model

Independent Constructs	Dependent Constructs				
	Role Clarity	Job Performance	Job Satisfaction	Affective Commitment	Turnover Intention
Customer Orientation	0.31 ^a				
Competitor Orientation	0.37 ^a		0.44 ^a		
Inter-functional Coordination	0.32 ^a		0.18 ^a		
Role Clarity		0.31 ^a			
Job Performance			0.28 ^a		
Job Satisfaction				0.59 ^a	- 0.46 ^a
Affective Commitment					- 0.20 ^a
R ²	0.51	0.099	0.57	0.34	0.35
Fit Statistics:	χ^2_{25}	27.92 (p = 0.022)			
	GFI ^b	0.92			
	AGFI ^c	0.80			
	NFI ^d	0.84			
	CFI ^e	0.91			
	IFI ^f	0.92			

^a p<0.01^b Jöreskog and Sörbom's (1989) "goodness-of-fit index"^c Jöreskog and Sörbom's (1989) "adjusted-goodness-of-fit index"^d Bentler and Bonnett's (1980) "normed fit index"^e Bentler's (1990) "comparative fit index"^f Bollen's (1989) "incremental fit index"

Appendix 1a

Covering Letter



工商管理學院碩士課程
MBA Programmes
Faculty of Business Administration

Tel: 609 7783
722 5808 (Town centre)

學生碩士企劃用箋
Student MBA Projects

Dear Sir/Madam,

Questionnaire survey on market orientation and job attitudes of employees

I am a part-time MBA student at The Chinese University of Hong Kong (CUHK) undertaking a final-year research project under the supervision of Professor Samart Powpaka of the Department of Marketing at the CUHK.

The purpose of this study is to investigate the effects of market orientation adopted by a company on the job attitudes of its employees. Empirical research conducted in the U.S. and elsewhere has indicated that the degree of market orientation adopted by a company will have a significant bearing on the job attitudes of employees. To this end, I wish to seek your kind cooperation by spending a few minutes to complete the attached questionnaire.

Please be assured that the information obtained from the survey will be used solely for the research project and be kept in strictest confidence. The data related whatsoever to this project will under no circumstances be divulged to any outside party apart from my supervisor. Upon completion of the project, the data will be properly disposed/destroyed.

Thank you in anticipation for your cooperation in this matter. Your valuable response to the questionnaire will constitute important inputs to the findings of this project. Please return the questionnaire, with all the items duly completed, by using the stamped self-addressed envelope attached.

If you have any enquiries relating to this project or the questionnaire, please contact Mr. David Yu by telephone on 2766 5040.

Yours faithfully,

Yu Tak-wai, David

Appendix 1b

Questionnaire – Original Version

QUESTIONNAIRE SURVEY

Introduction: The purpose of this study is to understand your perceptions and attitudes towards the market orientation adopted by your organization and the effect of market orientation on your perceptions and attitudes in relation to role ambiguity and conflict, satisfaction, commitment, turnover intention, and job performance. Please keep in mind that there is no right or wrong answer. Your true feelings and views are what we are interested in. Please answer **ALL** questions. Your response will be kept in **STRICTEST CONFIDENCE** and will be properly destroyed after completion of the study.

If you feel that your response is **very closely related** to one end of the scale (i.e. strongly agree or strongly disagree), you should place your tick as follows:

strongly agree : ☐ ☒ ☐ ☐ ☐ ☐ : strongly disagree
or

strongly agree : ☐ ☐ ☐ ☐ ☒ ☐ : strongly disagree

If you feel that your response is **only slightly related** to one end or the other of the scale but not extremely (i.e. slightly agree or slightly disagree), you should place your tick as follows:

strongly agree : ☐ ☒ ☐ ☐ ☐ ☐ : strongly disagree
or

strongly agree : ☐ ☐ ☐ ☒ ☐ ☐ : strongly disagree

If you feel that your response is **neither strongly/slightly related to one end nor the other end of the scale**, or you have **no opinion**, or that question is **not applicable** to you, you should place your tick as follows:

strongly agree : ☐ ☐ ☒ ☐ ☐ ☐ : strongly disagree

IMPORTANT: Please give each response a separate and independent judgement. Work at fairly high speed through this questionnaire. Do not worry or puzzle over individual scales. It is your first impression, the immediate feelings about the scales that we want. On the other hand, please do not be careless, because we want your true impression.

- | | |
|---|--|
| 1. The objectives of my company are driven by customer satisfaction. | strongly agree : <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> : strongly disagree |
| 2. My company has a strong commitment to serving customer needs. | strongly agree : <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> : strongly disagree |
| 3. My company's competitive strategies are based on a thorough understanding of our customer needs. | strongly agree : <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> : strongly disagree |
| 4. My company's business strategies are driven by increasing value for customers. | strongly agree : <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> <input type="checkbox"/> : strongly disagree |

5. Managers of my company widely share information with employees on competitors and the competition the company is faced with. strongly agree :__:__:__:__:__: strongly disagree
6. My company responds rapidly to competitors' actions. strongly agree :__:__:__:__:__: strongly disagree
7. Managers of my company discuss competitors' strengths & weaknesses frequently. strongly agree :__:__:__:__:__: strongly disagree
8. Customers are targeted when we have an opportunity for competitive advantage. strongly agree :__:__:__:__:__: strongly disagree
9. Information on customers is smoothly communicated throughout the organization. strongly agree :__:__:__:__:__: strongly disagree
10. All departments/branches/sections in my company (not confining to marketing and sales) are responsive to, and integrated in serving customers. strongly agree :__:__:__:__:__: strongly disagree
11. Managers in my company understand how employees can contribute to creating value for customers. strongly agree :__:__:__:__:__: strongly disagree
12. I feel certain about how much authority I have in my position of work. strongly agree :__:__:__:__:__: strongly disagree
13. I have clear, planned goals and objectives for my job. strongly agree :__:__:__:__:__: strongly disagree
14. I have to always do my work that I think should be done in a different way. strongly agree :__:__:__:__:__: strongly disagree
15. I work under incompatible company policies and guidelines. strongly agree :__:__:__:__:__: strongly disagree
16. I know that I have divided my time for my work properly. strongly agree :__:__:__:__:__: strongly disagree
17. I always receive an assignment without the manpower to complete it. strongly agree :__:__:__:__:__: strongly disagree
18. I fully know what my job responsibilities are. strongly agree :__:__:__:__:__: strongly disagree
19. I know exactly what is expected of me in my work. strongly agree :__:__:__:__:__: strongly disagree

20. I really feel as if this organization's problems are my own. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
21. I do not feel like "part of the family" at my organization. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
22. This organization has a great deal of personal meaning for me. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
23. I do not feel a strong sense of belonging to my organization. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
24. It would be very hard for me to leave my organization right now, even if I wanted to. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
25. Right now, staying with my organization is a matter of necessity as much as desire. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
26. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
27. If I had not already put so much of myself into this organization, I might consider working elsewhere. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
28. Even if it were to my advantage, I do not feel it would be right to leave my organization now. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
29. This organization deserves my loyalty. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
30. I would not leave my organization right now because I have a sense of obligation to the people in it. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
31. I owe a great deal to my organization. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
32. If I were to decide all over again whether to take the job I now have, I would decide to take the present job. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
33. If a friend asked me if he/she should apply for a job like mine with my organization, I would strongly recommend his/her doing so. strongly agree : __:__:__:__:__:__:__:__: strongly disagree
34. My present job compares very close to my ideal job. strongly agree : __:__:__:__:__:__:__:__: strongly disagree

35. I am completely satisfied with my present job. strongly agree :__:_:_:_:_:_:_: strongly disagree
36. I feel happy when I was at work. strongly agree :__:_:_:_:_:_:_: strongly disagree
37. I am very enthusiastic towards my job. strongly agree :__:_:_:_:_:_:_: strongly disagree
38. In general, I like my job a great deal. strongly agree :__:_:_:_:_:_:_: strongly disagree
39. As soon as I can find a better job, I'll quit. strongly agree :__:_:_:_:_:_:_: strongly disagree
40. I often think about quitting my job at this organization. strongly agree :__:_:_:_:_:_:_: strongly disagree
41. My performance at work is often appreciated by my immediate supervisor. strongly agree :__:_:_:_:_:_:_: strongly disagree
42. If there were to be an opening for promotion for which I am eligible, I think I will be the first candidate to be considered. strongly agree :__:_:_:_:_:_:_: strongly disagree
43. If there were to be a reduction in staff, I think I will be the last one to be terminated due to performance reasons. strongly agree :__:_:_:_:_:_:_: strongly disagree
44. Overall, I will rate my job performance as above average, compared to my colleagues at the same rank. strongly agree :__:_:_:_:_:_:_: strongly disagree
45. Sex: _____
46. Age: _____
47. Marital Status: ☐ Single ☐ Married ☐ Others
48. Education: ☐ Secondary ☐ Post-secondary ☐ University
☐ Post-graduate ☐ Others
49. Type of job: ☐ Managerial ☐ Professional ☐ Clerical
☐ Others
50. Length of service in the organization: _____ Years _____ Months

Thank you

Appendix 2

Questionnaire – Final Version

QUESTIONNAIRE SURVEY

Introduction: The purpose of this study is to understand your perceptions and attitudes towards the market orientation adopted by your organization and the effect of market orientation on your perceptions and attitudes in relation to role ambiguity and conflict, satisfaction, commitment, turnover intention, and job performance. Please keep in mind that there is no right or wrong answer. Your true feelings and views are what we are interested in. Please answer **ALL** questions. Your response will be kept in **STRICTEST CONFIDENCE** and will be properly destroyed after completion of the study.

If you feel that your response is **very closely related** to one end of the scale (i.e. strongly agree or strongly disagree), you should place your tick as follows:

strongly agree : $\sqrt{\quad}$: \quad : \quad : \quad : \quad : strongly disagree
or

strongly agree : \quad : \quad : \quad : \quad : $\sqrt{\quad}$: strongly disagree

If you feel that your response is **only slightly related** to one end or the other of the scale but not extremely (i.e. slightly agree or slightly disagree), you should place your tick as follows:

strongly agree : \quad : $\sqrt{\quad}$: \quad : \quad : \quad : strongly disagree
or

strongly agree : \quad : \quad : \quad : $\sqrt{\quad}$: \quad : strongly disagree

If you feel that your response is **neither strongly/slightly related to one end nor the other end of the scale**, or you have **no opinion**, or that question is **not applicable** to you, you should place your tick as follows:

strongly agree : \quad : \quad : $\sqrt{\quad}$: \quad : \quad : strongly disagree

IMPORTANT: Please give each response a separate and independent judgement. Work at fairly high speed through this questionnaire. Do not worry or puzzle over individual scales. It is your first impression, the immediate feelings about the scales that we want. On the other hand, please do not be careless, because we want your true impression.

- | | |
|---|--|
| 1. The objectives of my company are driven by customer satisfaction. | strongly agree : \quad : \quad : \quad : \quad : \quad : strongly disagree |
| 2. My company has a strong commitment to serving customer needs. | strongly agree : \quad : \quad : \quad : \quad : \quad : strongly disagree |
| 3. My company responds rapidly to competitors' actions. | strongly agree : \quad : \quad : \quad : \quad : \quad : strongly disagree |
| 4. Managers of my company discuss competitors' strengths & weaknesses frequently. | strongly agree : \quad : \quad : \quad : \quad : \quad : strongly disagree |

5. Customers are targeted when we have an opportunity for competitive advantage. strongly agree : __:__:__:__:__: strongly disagree
6. All departments/branches/sections in my company (not confining to marketing and sales) are responsive to, and integrated in serving customers. strongly agree : __:__:__:__:__: strongly disagree
7. Managers in my company understand how employees can contribute to creating value for customers. strongly agree : __:__:__:__:__: strongly disagree
8. I feel certain about how much authority I have in my position of work. strongly agree : __:__:__:__:__: strongly disagree
9. I have clear, planned goals and objectives for my job. strongly agree : __:__:__:__:__: strongly disagree
10. I fully know what my job responsibilities are. strongly agree : __:__:__:__:__: strongly disagree
11. I know exactly what is expected of me in my work. strongly agree : __:__:__:__:__: strongly disagree
12. My performance at work is often appreciated by my immediate supervisor. strongly agree : __:__:__:__:__: strongly disagree
13. If there were to be an opening for promotion for which I am eligible, I think I will be the first candidate to be considered. strongly agree : __:__:__:__:__: strongly disagree
14. If there were to be a reduction in staff, I think I will be the last one to be terminated due to performance reasons. strongly agree : __:__:__:__:__: strongly disagree
15. Overall, I will rate my job performance as above average, compared to my colleagues at the same rank. strongly agree : __:__:__:__:__: strongly disagree
16. If I were to decide all over again whether to take the job I now have, I would decide to take the present job. strongly agree : __:__:__:__:__: strongly disagree
17. If a friend asked me if he/she should apply for a job like mine with my organization, I would strongly recommend his/her doing so. strongly agree : __:__:__:__:__: strongly disagree
18. My present job compares very close to my ideal job. strongly agree : __:__:__:__:__: strongly disagree
19. I am completely satisfied with my present job. strongly agree : __:__:__:__:__: strongly disagree

20. I feel happy when I was at work. strongly agree : ____:____:____:____:____: strongly disagree
21. I am very enthusiastic towards my job. strongly agree : ____:____:____:____:____: strongly disagree
22. In general, I like my job a great deal. strongly agree : ____:____:____:____:____: strongly disagree
23. I really feel as if this organization's problems are my own. strongly agree : ____:____:____:____:____: strongly disagree
24. I do not feel like "part of the family" at my organization. strongly agree : ____:____:____:____:____: strongly disagree
25. This organization has a great deal of personal meaning for me. strongly agree : ____:____:____:____:____: strongly disagree
26. I do not feel a strong sense of belonging to my organization. strongly agree : ____:____:____:____:____: strongly disagree
27. It would be very hard for me to leave my organization right now, even if I wanted to. strongly agree : ____:____:____:____:____: strongly disagree
28. Right now, staying with my organization is a matter of necessity as much as desire. strongly agree : ____:____:____:____:____: strongly disagree
29. One of the major reasons I continue to work for this organization is that leaving would require considerable personal sacrifice; another organization may not match the overall benefits I have here. strongly agree : ____:____:____:____:____: strongly disagree
30. As soon as I can find a better job, I'll quit. strongly agree : ____:____:____:____:____: strongly disagree
31. I often think about quitting my job at this organization. strongly agree : ____:____:____:____:____: strongly disagree
32. Sex: _____
33. Age: _____
34. Marital Status: ☐ Single ☐ Married ☐ Others
35. Education: ☐ Secondary ☐ Post-secondary ☐ University
☐ Post-graduate ☐ Others
36. Type of job: ☐ Managerial ☐ Professional ☐ Clerical
☐ Others
37. Length of service in the organization: _____ Years _____ Months

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